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ABSTRACT

The eighth volume of the introduction to psychology and leadership course (see the final reports which summarize the development project, EM 010 418, EM 010 419, and EM 010 484) concentrates on senior-subordinate relationships, and is presented in two separate documents. This document is a linear text with information and quizzes. EM 010 438 is the second document of the volume, and EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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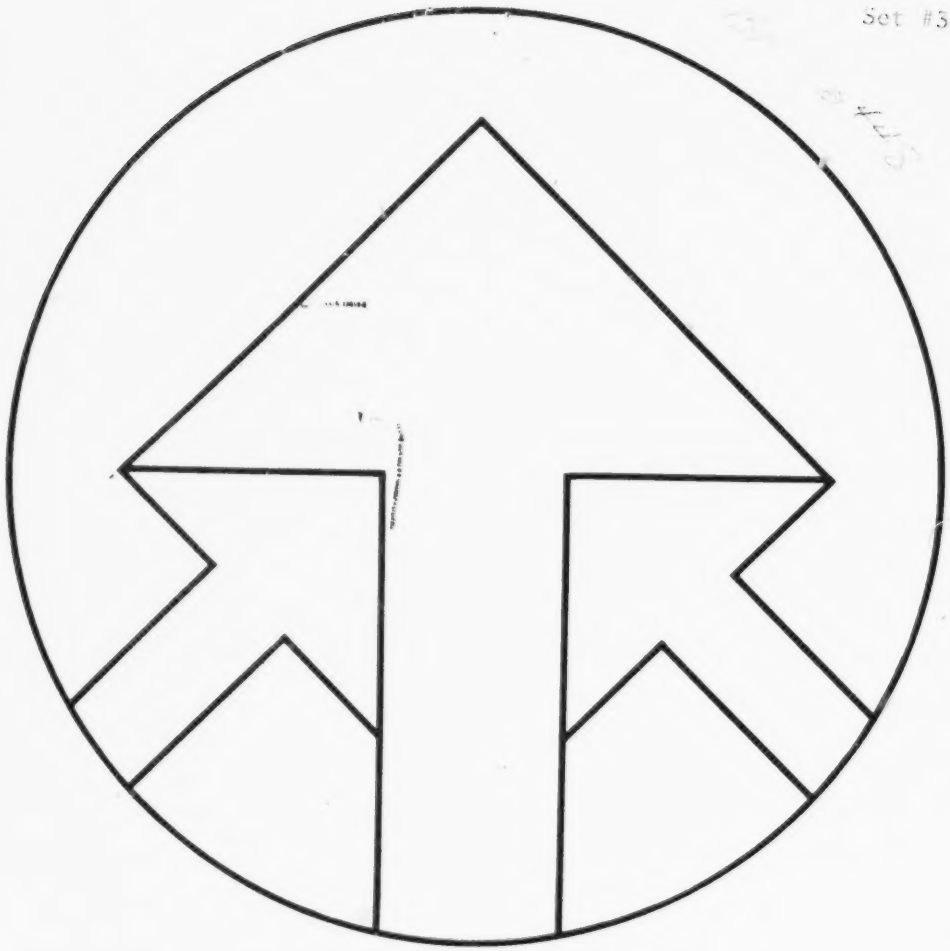

Introduction To Psychology And Leadership

Volume VIII-A

Senior-Subordinate Relationships

EM 010 431

ED 071295

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segments I, II, & III

Volume VIII-A

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Annapolis, Maryland

1971

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United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment I

Organizational Structure and Social Distance in Senior-Subordinate Relationships

Linear Text

(HLT)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

FOREWORD

"Speak not but what may benefit others or yourself; avoid trifling conversation."

Benjamin Franklin

The unique aspects of the naval service and its structure affect all the relationships of an officer and his men. This segment will introduce you to its organizational structure, characteristics, and regulations, and suggests why a leader must be familiar with them. The leader must perform in a variety of situations with his men who themselves are a cross section of types of individuals. As a junior officer, you learn that senior-subordinate relationships are the foundation for proper discipline, yours and the organization's, throughout your service life.

ORGANIZATIONAL STRUCTURE AND SOCIAL DISTANCE

OVERVIEW: In this segment you will learn the characteristics of the organizational structure of the Navy and how this organization will affect a young officer as he ascends in the hierarchy. You will learn several ways individuals may react to this organization and some ways of handling undesirable reactions. Finally, you will learn to recognize situations in which social distance is required due to the organizational structure of the Navy. (More than one of the listed choices may constitute the correct answer to many of the frames in this segment.)

---

1 Naval organization is bureaucratic. A bureaucratic system is characterized by specialization of function, adherence to fixed rules, and a hierarchy of authority. Naval organization is characterized by:

a. Specific functions assigned to specific groups

b. Compliance with regulations

c. Equal authority in each member

2 A bureaucratic organization demands of its members a rather unique form of loyalty, in that the members are expected to give allegiance and dedication to the goals, ideals and functions of that intangible entity which is the organization, rather than to any single, specific person within the organization.

As a practical matter, then, we would find that each member of the U.S. Navy would feel a primary loyalty to which of the following?

a. The member's direct superior
b. The commanding officer of the member's unit
c. The U.S. Navy

---

3 There are organizations in which the charismatic qualities of the leader are so outstanding and attractive that the members of the organization dedicate themselves to that leader personally and to his goals and ideals, whatever they might be.

In which of the following would you find this specific kind of loyalty and dedication?

a. The U.S. Navy
b. Any bureaucratic organization
c. Both of the above
d. None of the above

4 As a member of our bureaucratic naval organization, you will undoubtedly come in contact with or be inspired by a leader you greatly admire, wish to serve, and hold up as a personal role model.

Under these conditions, your first loyalty and overriding dedication must be to:

a. Yourself

b. Your immediate superior

c. The U.S. Navy

d. The leader who inspires you

---

5 Sheer numbers of personnel and the scale of operations in the Navy may limit face-to-face interpersonal relations among members. The interpersonal relations that do occur are explicitly differentiated by authority.

In which hypothetical example is this effect of the hierarchy of authority on interpersonal relations in a bureaucratic system demonstrated?

a. An aircraft carrier (CVA) with its deployed air group is a small city with approximately 4000 men aboard. There is almost no opportunity for interpersonal relations across departmental lines and authority influences those relations which do occur.

b. On a Swift boat, the members of its small crew are all on a first-name basis and tend to treat one another as equals.

6 The complexity of operations within the Air Department of the CVA shows the characteristics of a bureaucratic system. The respective division personnel (V1, V2, V3,....V6) have separate functions (flight deck operations, catapults, hangar deck operations, aviation supply) and are distinguished by different colored shirts. During flight operations only V1 personnel can move aircraft on the flight deck, only V2 personnel can attach the catapult bridle to the aircraft, only V3 personnel can move aircraft on the hangar deck, and so on. The air boss (head of the Air Department) is in complete charge of the activities of his department and from his station in primary flight control (pri-fly), he directs the air traffic during launching and landing operations. His key assistants, the division officers, maintain strict adherence to the chain of command to assure the safety and success of aircraft missions.

The organization aboard the CVA is characterized by:

a. Every member being able to perform each function

b. Nonconformity

c. A hierarchy of authority

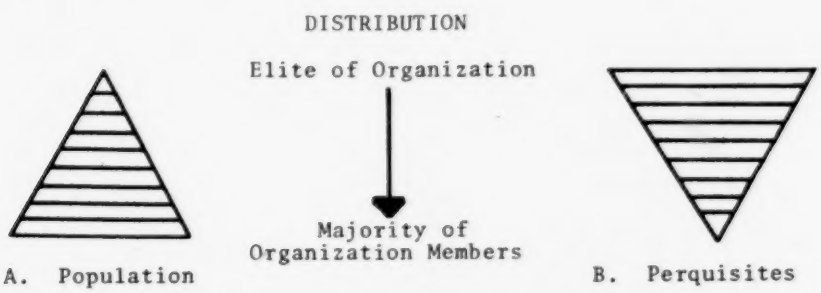
---

7 The naval organizational structure is:

a. Characterized by specialization of function, adherence to fixed rules, and a hierarchy of authority

b. Bureaucratic

8 The following diagram illustrates some structural characteristics of bureaucratic models.



A illustrates the population distribution in a bureaucratic model. It shows the hierarchical system in which ranks and authority are graded from the top to the bottom of the organization, with very few members at the top having relatively senior rank and authority.

B shows how relative amounts of authority, status, deference, income, and other perquisites of office are ascribed to organization members, with most of the perquisites at the top.

From the diagrams you can infer that:

a. The majority of organization members have the majority of status.

b. The higher one ascends toward the elite, the more deference one will receive.

c. A preponderance of power rests with the elite members of the organization.

d. Relative amounts of perquisites of office are ascribed to members.

9 The structural characteristics of any bureaucratic model are: A hierarchical system in which ranks and authority are graded from top to bottom, the ascription of relative amounts of perquisites of office, and the resting of the preponderance of power with the elite members of the organization.

Which of the following examples demonstrates these structural characteristics?

a. The Commandant of Midshipmen commands the Brigade of Midshipmen. He delegates to the Deputy Commandant authority to conduct military indoctrination for the midshipmen, and to approve leaves and special requests.

b. The authority of the CVA Captain aboard his ship is supreme. He is the only officer who has the power to delegate authority to others regarding the use of position. As one descends the hierarchy, authority to approve leaves, special request chits, special school requests, outgoing messages, and so forth, rapidly declines.

---

10 Which of these structural characteristics of a bureaucratic model applies to naval organization?

a. A hierarchical system in which ranks and authority are graded from top to bottom

b. Ascription of relative amounts of perquisites of office

c. Preponderance of power rests with the elite members

11 One of the structural characteristics of a bureaucratic model is the ascription of relative amounts of perquisites of office, such as authority, status, deference, and income. These perquisites are allocated so that they tend to cluster at the top and decrease rapidly as one descends the hierarchy.

Which of the following examples demonstrates this bureaucratic structural characteristic?

a. On a large ship the Commanding Officer has his own suite of rooms, his assigned stewards, his own gig, and a sedan for his use in port. The XO has a stateroom with a private head, but no gig or sedan. The department heads have single staterooms, but share head facilities. Other perquisites of office similarly tend to decline as one descends the hierarchy.

b. In a small corporation, all officers have equal size offices with equivalent furniture and decorations. All the officials call one another by first names.

---

12 A bureaucratic system is characterized by specialization of function, adherence to fixed rules, and a hierarchy of authority. The structural characteristics of a bureaucratic model are a hierarchical system in which ranks and authority are graded from top to bottom, ascription of relative amounts of perquisites of office, and the resting of a preponderance of power with the elite members of the organization.

In the naval organizational structure:

a. The structural characteristics of a bureaucratic model are present.

b. The characteristics of a bureaucratic system are present.

13 Match

a. Structural characteristics of a bureaucratic model	1) Specialization of function, a hierarchy of authority, and resting of a preponderance of power with the elite members
b. Characteristics of a bureaucratic system	2) Specialization of function, adherence to fixed rules, and a hierarchy of authority
	3) A hierarchical system in which ranks and authority are graded from top to bottom, ascription of relative amounts of perquisites of office, and resting of the preponderance of power with the elite members of the organization

---

14 Although the junior officer has leadership responsibilities, he is at the base of the pyramid of leadership shown here.

A junior officer should be described as:

a. A leader

b. A follower

15 In order to ascend in the hierarchy of authority, the junior officer's relations with his men must conform to the organization's demands. He must take into account the expectations of his senior officers. LT Garcia is a psychology major stationed aboard an LPA as Operations Officer. The Commanding Officer of the ship is CAPT Stickley, who lacks formal training in behavioral sciences but is a firm, fearless, sea-dog type of authoritarian leader. As a result of his education, LT Garcia believes in participative leadership, where subordinates have a voice in decisionmaking.

In this situation the junior officer is more likely to ascend in the hierarchy if he:

a. Practices authoritarian leadership in spite of his own feelings

b. Uses his preferred method of participative leadership

---

16 The junior officer must be concerned with implementing the policy of his seniors and fitting his relations with his men into this scheme.

In order to ascend in the hierarchy a junior officer must:

a. Meet or exceed the senior's demands

b. Conform to the organization's demands

c. Exceed the expectations of his subordinates

17 When ENS Jackson reported aboard his first ship, a DD, he brought with him his Division Officer's Guide and Watch Officer's Guide. He carefully checked with each superior in his chain of command about their policies with respect to matters in which he was to be involved. He studied the ship's organizational manual and the current ship's directives. He always made it a point to seek additional responsibility.

In this situation ENS Jackson is:

a. Conforming to demands of the organization and his senior officer

b. Acting appropriately for ascension in the hierarchy

---

18 Conformity to organizational demands is necessary in a junior officer because:

a. It assists his ascension in the hierarchy.

b. It will help him get along with his subordinates.

---

19 One regulation aboard a certain DD required that all officers clear through the XO before leaving the ship.

In which of the following is the junior officer aboard the DD conforming to organizational demands?

a. ENS Jackson makes it a point to request permission to leave the ship and gives a brief report on the status of his divisional duties.

b. LT Andrews is trying to keep an appointment on shore and he by-passes checking with the XO before leaving the ship so he won't be late.

20 ENS Williams is a levelheaded, independent-thinking young officer who has many useful ideas. He realizes that some of his ideas, if implemented in the ship's organization, would improve performance, and morale. One of his ideas is to have his division buy distinctive jackets and emblems to be worn aboard ship. Upon close reading of the ship's policy, ENS Williams discovers that his idea is in conflict with the policy of the CO. Williams realizes that his idea will not be well received, so he sees to it that his men conform to the existing policy of no special jackets or insignia. This example demonstrates some of the effects the naval organizational structure has on a junior officer's relations with his men.

Select the effects.

a. The junior officer must take the senior's expectations into account.

b. The junior officer must implement the policy of his seniors and fit his relations with his men into this scheme.

c. The junior officer's position in the hierarchy determines his authority, deference, and power.

d. The junior officer must implement his policies when he is certain of their usefulness, in spite of hierarchical conflict.

21 Which of the following describes the effects that the naval organizational structure has on a junior officer's relations with his men?

a. In his relations with his men a junior officer must take the senior's expectations into account when they differ from organizational demands; he must fit his relations with his men into the bureaucratic scheme regardless of his position in the hierarchy.

b. The junior officer must take the senior's expectations into account. He must implement the policies of his seniors and fit his relations with his men into this scheme. His relative position in the hierarchy determines his authority, deference, and power in his relations with his men.

---

22 It was explained earlier that a junior officer must take his senior's expectations into account in order to ascend in the hierarchy. This is necessary because of an element of the bureaucratic model called cooptation. Cooptation is the process by which those in power select their successors.

In which of the following does cooptation occur?

a. The selection board that meets to select new lieutenants is composed entirely of officers senior in grade to the grade being selected.

b. A congressman is selected through election by the voters, many of whom may be inferior to him in status, education and affluence.

23 In the naval organization, no subordinate or equal of the officer under consideration for promotion has any voice in the promotional system. Control is entirely from above. The power at the top of the hierarchy strengthens itself since it determines its own replacements.

Which of the following correctly describes the naval promotional system?

a. Cooptation is demonstrated.

b. Those in power select their successors.

c. Both of the above

d. None of the above

---

24 The individual in a bureaucratic system who moves upward is not only rated highly on his fitness reports, but also exhibits the ideals and loyalties to the Navy of the seniors who do the choosing.

If an individual has the same loyalties and values as his leader and the organization:

a. Cooptation will work against his advancement.

b. He is likely to be successful in ascending in the hierarchy.

---

25 In the Navy, approved behaviors and expectations are transmitted through members chosen after a rather long apprenticeship. By this method cooptation enhances:

a. Discipline

b. Continuity

26 The impact of cooptation on organizational discipline and continuity can extend beyond those immediately involved. Each promotion provides an opportunity to dramatize the giving of rewards, to reaffirm the indexes of success, and give other members an incentive.

Which of the following shows a case in which the impact of cooptation extends beyond those immediately involved?

a. CAPT Harmon decides to have a ceremony before the entire ship's company to honor the promoted officers and impress upon the men that rewards are given for loyal service.

b. CAPT Jenks asks LT Edwards to come to his cabin to sign the oath of acceptance of his promotion to lieutenant commander. He does not wish to disrupt the normal routine of the ship.

---

27 CAPT Harmon decides to tie the promotion ceremony to an official family day visit aboard the ship with the crew and their families assembled. The Captain also arranges for photographs to be taken of the ceremony and published in Navy Times.

The ceremony in honor of the promoted men indicates how:

a. Organizational discipline and continuity are enhanced through cooptation.

b. The impact of cooptation extends beyond those immediately involved.

28 Organizational discipline and continuity are maintained in the naval organizational structure through the process:

a. Of verbal communication

b. Of cooptation

c. By which those in power select their successors

d. In which approved behaviors and expectations are transmitted through members chosen after a long apprenticeship

---

29 A definition of cooptation is:

a. The process by which those in power select their successors

b. Collective action for maintenance of continuity

30 Cooptation contributes to the production of a distinctive psychological climate by a bureaucratic system. All interpersonal relations occur in a structured context since behavioral expectations are clearly prescribed. These expectations, that members be loyal to the organization, that members behave consistently and rationally according to technical and professional criteria, and that members defer to the authority of the organization's leaders, help produce the distinctive psychological climate.

Which of the following demonstrates the behavioral expectations?

a. The officers and men of the CVA are preparing for a personnel inspection by the Admiral. The men are anxious that their ship be in perfect shape and are performing their assigned tasks to perfection. They consider the Admiral's inspection to be an honor, as they greatly respect his authority.

b. The boat crew personnel of a CVA allow their boat to get dirty and neglect to polish the bright work. They are untidy in appearance, showing their disloyalty to the ship as a whole, since the smartness of the boat crew is a mark of a good ship. They make minimum efforts to improve conditions for the Admiral's inspection, since they do not respect him personally.

31 The personnel of the general mess are extremely loyal to LT Perry (SC) USN. LT Perry is very active in encouraging advancements among his personnel, and he even runs a special help course for candidates going up for examination. The personnel are aware of the authority and status of LT Perry and are careful to keep interactions with him on the correct footing. The personnel react to LT Perry with such high performance that his general mess wins the coveted Secretary of the Navy award in this category.

This example demonstrates:

a. Interpersonal relations occurring in a structured context.

b. Fulfillment of the behavioral expectations. Members are loyal, behave consistently and rationally, and defer to the authority of the leaders.

---

32 That members be loyal to the organization, that members behave consistently and rationally according to technical and professional criteria, and that members defer to the authority of the organization's leaders:

a. Are clearly prescribed behavioral expectations in the naval organizational structure

b. Help to produce a distinctive psychological climate in the Navy

33 Select the behavioral expectations prescribed by a bureaucratic system.

a. The junior officer must take the seniors' expectations into account. He must implement the policies of his seniors and fit his relations with his men into this scheme. His relative position in the hierarchy determines his authority, deference, and power in his relations with his men.

b. Members must be loyal to the organization, behave consistently and rationally according to technical and professional criteria, and defer to the authority of the organization's leaders.

---

34 The naval organization molds individual personality and behavior through its authority systems. Ideals, attitudes and behavioral expectations are inculcated (taught or impressed by frequent repetitions or admonitions).

Which example shows molding of personality or behavior through inculcation of ideals, attitudes, or behavior?

a. SR Crawford has been at Recruit Training Command for three weeks. He entered with the idea that he would conform in behavior but that the Navy would not change his rather far-out ideas. The life of a seaman recruit, however, has caused him to adapt his personality to tolerate this form of life.

b. MIDN Edwards is a Plebe at the Naval Academy and his life is highly regimented. He is subjected to frequent inspections and each deviation from an accepted standard is punished. MIDN Edwards learns that conformity to authority is the way to survive and adjusts his behavior accordingly or bilges out.

35 Behavior and personality are also molded through the authority system by encouraging members to accept uncritically the organization's legitimacy and rationality.

An example of behavior or personality molding using this method is:

a. ENS Grant is told to report to CDR Evans. He asks why, so that he can decide if this is a wise thing to do. He is reprimanded for questioning an order.

b. ENS Jackson is told to report to CDR Evans. He does so immediately because he respects the authority of the officer who gave the order.

---

36 Which of the following is an example of molding individual personality or behavior?

a. At Great Lakes Naval Recruit Training Command, recruits are directed to keep their shoes shined and are punished for unshined shoes. They undergo daily inspections.

b. ENS Fox believes that he is assigned more than a fair share of the additional duties aboard ship. He complains to the XO and the XO decides that Fox should have even more duties than he is assigned.

---

37 The naval organization molds individual personality and behavior through its authority systems by:

a. Inculcation of ideals, attitudes, and behaviors

b. Encouraging members to accept uncritically the Navy's legitimacy and rationality

38 Both cooptation and the molding of personality and behavior are factors in producing conformity which is the critical element in producing the distinctive psychological climate of a bureaucratic system. The goal of a bureaucratic system, in fact, is the creation of a climate in which there is a maximum probability of effectiveness.

The goal of the Navy might be:

a. A process by which those in power select their successors

b. The goal of any bureaucratic system

---

39 Conformity is the critical element in:

a. Producing a climate in which there is a maximum probability of effectiveness

b. The advancement of a junior officer

c. The goal of a bureaucratic system

---

40 The goal of a bureaucratic system is:

a. Satisfaction of all members of the organization

b. Creation of a climate in which there is a maximum probability of effectiveness

41 A distinctive psychological climate in which there is a maximum probability of effectiveness is one in which cooptation is used, conformity is encouraged, and behavioral expectations are clearly prescribed. The bureaucratic model provides potent and compelling stimuli that teach deference to authority and encourage compliance.

Some stimuli would be:

a. Increases in status, income, authority that are given by superiors to only those who conform and behave as expected.

b. Loss of privileges that may result from an individual's failure to conform in appearance or behavior.

---

42 Personnel aboard ship know exactly what they may and may not do. They know when they can smoke, where they must eat, and where their duty assignments are for drills and watches. They all accept the rules as a result of training, and thus, they can work and live in harmony. Special rewards encourage outstanding performance, and promotions are recommended by senior officers for those who meet the standards. All operations proceed successfully.

Aboard this ship:

a. The Navy organization produces a climate in which there is a maximum probability of effectiveness.

b. Cooptation is used, conformity is encouraged, and behavioral expectations are clearly prescribed.

43 Based on your knowledge of the bureaucratic system, decide which of the following correctly describes the distinctive psychological climate produced by the naval organizational system.

a. A hierarchical climate in which ranks and authority are graded from top to bottom, relative amounts of perquisites of officers are ascribed to members, and the preponderance of power rests with the elite members of the organization.

b. A climate in which there is a maximum probability of effectiveness produced by use of cooptation, encouragement of conformity, and clearly prescribed behavioral expectations.

---

44 Three different ways of reacting to the bureaucratic situation are possible. The upward-mobile type of personal accommodation refers to those who react positively to the bureaucratic situation and succeed in it.

Which of the following demonstrates the upward-mobile type of personal accommodation?

a. LCDR Daniels has just been assigned as a DD XO. He has furthered his education while in the Navy and has written articles for the Naval Institute. He has a motto on the bulkhead in his office that says, "The way to get your toes stepped on is to stand still." He seeks added responsibility since he hopes to be selected for a ship command on his next tour of duty.

b. LCDR Willis is assigned as a naval district enlisted program training officer. He enjoys the security of Navy life, the guaranteed retirement, and the medical benefits. He doesn't particularly want responsibility and does not expect any more promotions, since he is close to retirement eligibility.

45 ENS Ferguson stood at the top of his class at Stanford where he completed regular NROTC training. At the commissioning exercises he won the coveted Navy League sword. He had the option of entering the nuclear power program or starting out with sea duty, and chose to go aboard a DLG. ENS Ferguson is rapidly developing into a top-notch sonar officer, and he expects to qualify as an OOD within a year.

ENS Ferguson:

a. Has reacted positively to the bureaucratic situation

b. Is likely to succeed in the Navy

c. Demonstrates the upward-mobile type of personal accommodation

d. Shows high morale and job satisfaction

---

46 The definition of upward-mobile is:

a. Those who react negatively to the bureaucratic situation and succeed in it

b. Those who react positively to the bureaucratic situation but cannot succeed in it

c. Those who react positively to the bureaucratic situation and succeed in it

---

47 The standard of value of an upward-mobile individual is a deep respect for authority. He easily accepts authority from those above and exercises it over his subordinates.

You might expect that an upward-mobile individual would:

a. Be very sensitive to authority and status differences

b. Emulate his superiors

c. Consider individual rather than organizational needs in decisions that affect his subordinates

48 Since he identifies with the organization, the upward-mobile individual can synthesize personal rewards and organizational goals. The basic characteristics of an upward-mobile individual, therefore, are high morale, high job satisfaction, an authoritarian personality, and a low toleration of ambiguity. Other characteristics or supporting traits which frequently appear in an upward-mobile individual are a conservative orientation and a tendency to be dogmatic.

The individual showing upward-mobile characteristics in his career would:

a. Be disappointed by his failure to be promoted since he demonstrates that he does not identify with the organization

b. Be likely to receive such rewards as promotions and desired assignments and find Navy life satisfying

49 LCDR Brown is being detached from duty after two years of a highly successful tour as a DD XO. His next assignment is to the Naval War College where he will take the Naval Command and Staff Course. Upon the occasion of his detachment, the Commanding Officer of the DD decides to present him with a letter of commendation for his performance as XO. LCDR Brown has been very satisfied as XO, and the letter of commendation reinforces his already high morale since he knows a copy will be appended to his fitness report. Some of the DD crew members are happy to see LCDR Brown detached for they feel he was too strict and went by the book too much, especially when their suggestions or ideas were not accepted. The Captain, however, feels that LCDR Brown, as XO, ran a taut ship. He left no issues in doubt. He expected incisive and concise reports from his department heads and was justifiably annoyed at obscure or vague terms. LCDR Brown, as XO, demonstrated the basic characteristics of an upward-mobile individual.

Select these characteristics.

a. High morale

b. High job satisfaction

c. Unconcerned attitude

d. Authoritarian personality

e. Low toleration of ambiguity

50 A second type of personal accommodation to a bureaucratic situation is the indifferent reaction. This type is found in the uncommitted majority of organization members who see their jobs as mere instruments to obtain off-work satisfaction.

Where the upward-mobile individual accepted the organization's promise of success and power, and played the appropriate role to achieve it, the indifferent individual:

a. Does not find success and power satisfying, so he finds satisfaction away from the organization and conforms at work only enough to keep his job

b. Is not likely to succeed and ascend in the hierarchy

---

51 The typical indifferent individual rejects the organizational bargain that promises authority, status, prestige, and income in exchange for loyalty, hard work, and identification with its values.

The indifferent person:

a. Finds satisfaction in his work, so he has no desire for authority, status, prestige, and income

b. Does not find satisfaction within the Navy, but sees his job as an instrument to obtain off-work satisfaction

52 Which of the following demonstrates the indifferent type of personal accommodation to the bureaucratic situation?

a. CDR Dooley has 24 years of active commissioned service. He realizes that he is not likely to get any more promotions since he has been passed over for captain by the last three selection boards. Because he must maintain his present salary to keep his three children in college, he has decided to remain in the Navy until retirement. Although he is not happy in his work, he feels he can put up with the Navy as long as he needs the income it provides.

b. CDR Bartleby has just received an assignment as a DD division commander. He is thrilled to have such a responsible position at the commander level. Since most DD division commanders are junior captains, CDR Bartleby feels he has an excellent chance to make the fourth stripe. He decides to prove he is worthy of the responsibility. He demonstrates such characteristics as high morale and an authoritarian personality. His men quickly find that he has a low tolerance for ambiguity.

---

53 You might expect that a characteristic of an indifferent individual would be:

a. Acceptance of the promises of the organization

b. Low job satisfaction

c. High morale

54 An indifferent reaction may be caused by organizational or social influences.

Which of the following demonstrates a social cause of an indifferent reaction?

a. An individual of lower-class origin has been taught not to expect much from life.

b. An individual who has great expectations conforms, is recommended for promotion, but then is blackballed.

---

55 Indifference is the result of a social influence when an individual's experience and socialization reinforce his idea that he cannot expect much from life.

A social influence could cause an indifferent reaction in:

a. The son of an admiral

b. The son of a Marine general

c. The son of a sharecropper

---

56 An indifferent reaction could also be caused by organizational influences.

Which of the following could be an organizational cause of an indifferent reaction?

a. An individual whose personal limitations, shown by an inability to exercise authority, prevent him from being promoted.

b. An individual, who has great expectations, conforms, is recommended for promotion, but then in blackballed.

57 Which causes an indifferent type of personal accommodation?

a. Social influences

b. Organizational influences

c. High intelligence

---

58 Which of the following best explains the causes of indifferent reactions to the bureaucratic situation?

a. An indifferent reaction may be caused by social or organizational influences. A social influence is a reaction against the bureaucratic society, while an organizational influence is one developed prior to entering the bureaucratic organization.

b. An indifferent reaction may be caused by social or organizational influences. A social influence is an orientation derived from the social background of the individual, while an organizational influence develops as a reaction to the bureaucratic situation.

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59 Match the following definitions with the types of personal accommodation.

a. Upward-mobile

b. Indifferent

1) Reacts positively to the bureaucratic situation and succeeds in it

2) Sees his job as a mere instrument to obtain off-work satisfactions

3) Rejects the bureaucratic situation

60 Match the following sets of characteristics with the types of personal accommodation.

a. Upward-mobile

b. Indifferent

1) Low morale with high job satisfaction

2) High morale, high job satisfaction, authoritarian personality, low tolerance of ambiguity, conservative orientation, and dogmatic tendency

3) Rejection of organization promises, low job satisfaction

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61 The ambivalent reaction is the third type of personal accommodation to the bureaucratic situation. The ambivalent individual is one of the small, perpetually disturbed minority who can neither reject the organization's promise of success and power nor play the disciplined role that would enable him to obtain those rewards.

The ambivalent individual is similar to the:

a. Upward-mobile individual in that both types accept the organization's promise of success and power

b. Indifferent individual in that he is not likely to succeed in the bureaucratic situation

62 LTJG Ramsey holds a B.S. in physics. He finds his work in an R & D laboratory fascinating and is aware that he is very successful at it. He expects that his proficiency at his assigned tasks will bring him the personal and financial rewards that the Navy promises to young officers. LTJG Ramsey does not bother to conform in his "out-of-lab" behavior since he is convinced that this is a rational world and only performance on the job determines one's success.

In this example, the individual displays an ambivalent reaction; that is, he:

a. Accepts the organization's promise of success and power

b. Cannot play the disciplined role that would enable him to achieve success and power

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63 Which of the following represents an ambivalent reaction to the bureaucratic situation?

a. ENS Andrews is anticipating a great life in the Navy. He is a ski fanatic and looks forward to a 30-day vacation in Aspen or Vail every ski season. He expects that he will save money for 11 months, then really enjoy himself for the one month in which he can do what he wants to do.

b. ENS Caldwell is a mathematician. In his university classes he was always the star, and he is sure that he will be very successful in the Navy also since he is such a whiz at Fourier transforms and binominal expansions. He isn't too pleased about the uniform and grooming regulations or the fact that he will be expected to defer to anyone who outranks him, but ENS Caldwell is confident that the Navy needs his mathematical skills badly enough that others will allow him to do as he pleases after they get acquainted.

64 An example of the ambivalent type of personal accommodation to the bureaucratic situation is:

a. A member of the uncommitted majority who sees his job as a mere instrument to obtain off-work satisfaction.

b. A member of the small, perpetually disturbed minority who can neither reject the organization's promise of success and power nor play the disciplined role that would enable him to obtain those rewards.

65 The ambivalent individual is usually a person highly (and primarily) trained in a profession other than that of the naval officer. His professional values insist that status graduation should precisely differentiate skill and achievement. He feels that seniority, dependability, and interpersonal alliances ought not to be considered in selection for advancement, and that advancement should depend only on the adequacy of one's performance.

Which of the following demonstrates an ambivalent reaction?

a. LT McCarthy (DC), USNR, is serving his required active duty aboard a heavy cruiser. His specialty is oral surgery and, except for rare occasions when something like a horizontally-impacted lower third molar with no crown exposed is presented to him, he finds his duties routine and boring. He considers ribbons and medals "mickey mouse" and does not like being a naval officer. He feels his superiors try to brainwash him in matters of conformity and that their only concern with him should be in regard to his competence as a dentist. He believes his Commanding Officer has no more right to evaluate his proficiency as a dentist than LT McCarthy would have to evaluate the Commanding Officer's proficiency in a command position.

b. LT Andrews (DC), USNR, has decided to make a career of the Navy. He is very pleased with his assignment to the National Naval Medical Center, where he can conduct research. He has adapted to naval customs and traditions and identifies with them. He realizes that conformity is essential for promotions and advancement, but he feels that proficiency in his dental duties will also be considered by his superiors.

66 A professional man with an ambivalent reaction might feel that a less competent man than he was promoted because he was friendly with his superior. Because he feels he did not receive a "fair shake," the ambivalent may exhibit deviant behavior such as refusing to get a haircut or presenting a sloppy appearance. The disciplinary measures that follow reaffirm his convictions that the hierarchical seniors don't know what they are doing.

Which of the following explains the pattern in the above example?

a. The ambivalent's inability to assume the behavioral roles required of him to achieve the rewards offered breaks down into a vicious cycle of behavior.

b. Since the ambivalent is a nonconformist, the organizational hierarchy may deprive him of advancement or technical resources. These disciplinary measures reinforce his conception of the hierarchy as inept.

67 LT Gainey has a master's degree in mathematics. He was quite content as a naval officer until one of his superiors spoke to him about his slightly long hair, his rather sloppy appearance, and his tendency to report for work on his own schedule rather than on the Navy's. This infuriated LT Gainey and he responded by rebelling even more in matters of appearance and punctuality. He made sure, however, that his assigned work was completed and, in fact, made sure that it was superlatively done. His superior, seeing that LT Gainey was reacting in this way, deprived him of his unlimited access to the computer center. By this time the young mathematician had decided to get out at the earliest opportunity to gain recognition in private industry, so he merely put up with his deprivation and blamed all problems from that point on on his superior.

Which of the following characteristics are demonstrated by LT Gainey's ambivalent reaction?

a. Nonconformist

b. Professional person

c. Inability to assume behavioral role

d. Desire for status

e. Feels excellent work should be the only criterion for advancement

68 Which are the three types of personal accommodation to bureaucratic situations?

a. Mobile

b. Upward-mobile

c. Indifferent

d. Authoritarian

e. Ambivalent

f. Professional

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69 Match the definitions with the types of personal accommodation to the bureaucratic situation.

a. Upward-mobile

b. Indifferent

c. Ambivalent

1) Small, perpetually disturbed minority who can neither reject the organization's promise of success and power nor play the disciplined role that would enable them to obtain those rewards

2) The uncommitted majority who see their job as mere instruments to obtain off-work satisfactions

3) Those who have high job satisfaction but have no desire to succeed

4) Those who react positively to the bureaucratic situation and succeed in it

70 Match the sets of characteristics with the types of personal communication to the bureaucratic situation.

a. Upward-mobile

b. Indifferent

c. Ambivalent

1) High job satisfaction, nonconformist, feels seniority should be the only criterion for advancement

2) Nonconformist, inability to assume disciplined behavioral role, professional, feels adequacy should be the only criterion for advancement

3) High morale, high job satisfaction, authoritarian personality, low toleration of ambiguity, conservative orientation, and dogmatic tendency

4) Rejects organizational promises, low job satisfaction

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71 LCDR Michaelson is a DD XO. He has a reputation among his subordinates of going strictly by the rules. He expects the men to behave and perform according to the book. His superiors are aware that LCDR Michaelson keeps the men under control. They know he will not allow deviations from rules or interpretations that vary from tradition. LCDR Michaelson finds satisfaction as XO and has high hopes for the future.

Which type of personal accommodation does LCDR Michaelson demonstrate?

a. Upward-mobile

b. Indifferent

c. Ambivalent

72 CDR Dennis has been passed over three times for promotion. He has had an unspectacular career, and he has never stood out from the mass of officers in any way. He has given up on promotion and has discovered that private industry doesn't need a man of his "skills and experience" at this time. He is satisfied with the security, pay, benefits, and "haven" the Navy provides for him and his family, so he will not rock the boat but stay in the Navy as long as possible to increase his retirement pay.

Which type of personal accommodation to a bureaucratic situation does CDR Dennis demonstrate?

a. Upward-mobile

b. Indifferent

c. Ambivalent

---

73 Because of cooptation the junior officer looks to his seniors and tends to identify with them. The senior officers represent the model that the junior officer must emulate (strive to equal or excel) if he is to advance in the service.

Since the seniors set the pattern of the junior officers' behavior in this way, they can encourage compliance by:

a. Setting an example in personal conduct and performance

b. Ignoring the junior officer until he complies

74 In addition to setting an example in personal conduct and performance, seniors should recognize the various types of personal accommodation that may occur in a junior officer and should use rewards and sanctions to develop desired values in nonconformists.

A senior might try to develop a desired value in a nonconforming junior officer by:

a. Withholding a desired reward, such as additional authority or a good assignment.

b. Giving a desired reward, expecting that the junior officer will improve.

75 The elite members of the organization--the senior officers--can also develop desired values in their subordinates by controlling distribution of information.

Which of the following demonstrates use of information to develop a desired value?

a. When information is published regarding schools and/or special training, the executive officer of a large ship disseminates the information for all hands. Those personnel who have demonstrated the best aptitude are personally called in for an interview to encourage their applications for consideration.

b. LCDR Billingsley is XO aboard CAPT Banks' ship. LCDR Billingsley is a very enthusiastic and effective officer and gets along well with CAPT Banks. While he is ashore one day, a meeting of all department heads is called by the Captain and a change in the deployment schedule is explained. When LCDR Billingsley returns to the ship, the Captain explains to him about the meeting and the required changes. LCDR Billingsley realizes that the meeting was sudden and that the Captain was not attempting to withhold anything from him.

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76 The elite members of the naval organization might develop desired values in nonconformists by:

a. Withholding rewards from ambivalents

b. Withholding information from indifferents

77 Which of the following best identifies the means that can be used by the senior officers to develop desired values in nonconformists?

a. The giving of rewards to show juniors that the organization does not punish nonconformists

b. The setting of an example in personal conduct and performance, controlling of distribution of rewards and controlling of distribution of information

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78 ENS Ferguson is definitely a ratey ensign. He has been warned on several occasions about both his military and civilian (shoreleave) appearance. He does not show any immediate signs of conforming to Navy standards.

What steps could be taken to encourage Ferguson to conform?

a. Put Ferguson in hack for 10 days and warn him that continued disregard for standards of dress in uniform and civilian clothing could be cause for revocation of his commission.

b. Personal talk with the XO. Have XO outline the benefits of a naval career and the importance of being a leader and setting the example. Explain to Ferguson the possibilities of PG schooling through military and civilian channels--but only for the outstanding junior officers. Explain how Ferguson could get into this track by simply improving his military dress and manner.

79 Because seniors and juniors have different perceptions of each others' roles, there is always a possibility of conflict. An ensign, for example, may feel that the lieutenant commander, his department head, should be willing to fight for anything the department needs. The department head, on the other hand, may feel that the organizational needs for the ship as a whole must take precedence; therefore, he may ignore the ensign's suggestions even if they are in the best interests of the department.

A better understanding of organizational structure:

a. Would cause the lieutenant commander to agree that his first concern should be the department

b. Would reduce the conflict by making the ensign aware of the role of his department head in the organization of the ship

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80 A junior officer has less freedom of choice than an equivalent leader in private industry. This restricted freedom may lead to role conflict that may divert energy from production or functions for the time it takes to settle the differences. It is important that role conflict be reduced to avoid waste of time and energy.

Reduction of role conflict can occur when the leaders have:

a. An understanding of the bureaucratic organizational structure and its effects

b. A clear understanding of their own roles and those of all superiors and subordinates with whom they come in contact

81 You will recall that the structural characteristics of a bureaucratic model are:

a. A hierarchical system in which ranks and authority are graded from top to bottom, ascription of relative amounts of perquisites of office, and the resting of a preponderance of power with the elite members

b. Specialization of function, large numbers of personnel, and election of leaders

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82 Which is an effect of a bureaucratic organizational structure?

a. Encouragement of conformity

b. A climate in which there is a maximum probability of effectiveness

c. The development of upward-mobile, indifferent, and ambivalent reactions

---

83 Which of the following correctly describes the importance of understanding the bureaucratic organizational structure and its effects?

a. It is important to understand the bureaucratic organizational structure and its effects in order to determine the type of personal accommodation one will demonstrate.

b. It is important to understand the bureaucratic organizational structure and its effect in order to encourage compliance: by setting an example in personal conduct and performance; by using rewards and sanctions; and by reducing role conflict.

84 A certain social distance is required between junior and senior officers since senior officers are often required to initiate and issue policies, decisions, and directives. The senior officer also communicates, in subtler ways, his personal values and opinions about the way things should be done.

In which of the following situations would social distance be required?

a. When dining at the Captain's table in the Wardroom Mess

b. When attending the Superintendent's Garden Party during June Week

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85 The senior-subordinate relationship is inherently unequal because of the traditional prerogatives of rank and power that go with a senior's position.

Every senior-subordinate relationship must involve:

a. The subordinate's deference to the senior

b. Social distance between them

86 In a relation with a senior officer a junior officer has certain responsibilities. His actions must be guarded at all times. However, it is up to the junior officer to make himself heard, especially when plans are still in the idea phase. His response to a senior's ideas should be one of careful reflection; if he is critical he must be critical in a deferential way even though he actually may feel deep resentment. The junior officer must not only quietly accept the situation when his senior's decisions go counter to his own ideas of what is right or desirable, but he must adopt those decisions as if they were his own.

In the event that the junior officer does not agree with his senior's decision, he might:

a. Register a complaint with a different senior officer.

b. Ignore the decision if he feels it interferes with his effectiveness.

c. Accept the decision as if it were his own, letting his true feelings be known to none of his seniors or subordinates.

87 LTJG Bishop is the 1st Division Officer aboard a DD. When his department head wants to hold personnel inspection, LTJG Bishop takes care of the details. When the XO schedules special ship's exercises (fire, collision, man overboard, abandon ship, etc.) Bishop sees that the drills are held even though he feels that they interfere with the ship's work. The chiefs try to convince LTJG Bishop to go to the department head and ask him to persuade the XO to be more reasonable. But, even when the chiefs and Bishop are together in privacy, he avoids making any comment that might show disapproval of the XO or the department head. Bishop fulfills his responsibilities as a junior officer to his superiors.

Which of the following explains those responsibilities?

a. In the junior officer's relations with his seniors his actions must be guarded, he must make himself heard while plans are in the idea phase, he must be deferential when he is critical, and he must accept and support his seniors' decisions.

b. In the junior officer's relations with his seniors he must be scrupulously honest, he must be in complete agreement with his seniors, and he must act as a middle man between the chiefs and the senior officers.

88 The department head has asked LTJG Bishop to submit his recommendations for a new plan to administer stand-bys in the departmental liberty policy. LTJG Bishop feels there should be two prerequisites to qualify for a stand-by: first, the stand-by must be of the same rate/rating group (a BM3 could not stand-by for an SM3) and second, the stand-by must demonstrate that he can perform all the duties of the man for whom he is standing by. The department head decides that this would make it very difficult for a man trying to get a stand-by, so he rejects these recommendations. LTJG Bishop is very sure his recommendations are valid, so he implements them in his division even though they have not been approved by the department head. He is careful not to let the department head know about this.

LTJG Bishop:

a. Is fulfilling his responsibilities since he gave his considered opinion when asked for it, and guarded his action from the senior officer.

b. Is not fulfilling his responsibilities in this situation because he did not accept and support his senior's decision.

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89 Which of the following correctly describes the principle which governs the inequality of the senior-subordinate relationship?

a. The responsibilities of the junior officer make the senior-subordinate relationship inherently unequal.

b. The traditional prerogatives of rank and power that go with a senior position make the senior-subordinate relationship inherently unequal.

90 Cooptation causes the junior officer to look to his seniors and tend to emulate them. For this reason senior officers exert a great influence on the junior's exercise of leadership. If a senior supervises closely and demands high standards, so will a junior officer. If a senior does not care, neither will a junior; therefore, it will be difficult for the junior to demand high standards of performance.

The nature of the relationship that develops between a junior officer and his subordinate is thus controlled by:

a. The junior officer

b. The subordinate of the junior officer

c. The senior officer

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91 Which of the following correctly describes the extent of a senior's influence on a junior's exercise of leadership?

a. The traditional prerogatives of rank and power that go with a senior's position make the senior-subordinate relationship inherently unequal.

b. If a senior supervises closely and demands high standards of performance, so will a junior officer; if a senior does not care, neither will a junior officer.

92 Conformity, in the sense of abiding by the rules and regulations prescribed, is one of the factors to be considered in selecting individuals for promotion in a Navy career.

Advancement in the military:

a. Requires that the individual exhibit professionalism, dedication to duty, to service and country and a constant desire to do an outstanding job under all circumstances.

b. Occurs through cooptation

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93 One of the key factors for leadership success can be briefly stated as:

a. A good follower has learned conformity in all circumstances.

b. An effective leader has learned to be a good follower.

c. An effective leader fosters conformity in his followers.

d. None of the above

SUMMARY: An officer must learn to live within and be willing to accept the limitations imposed by the rules of the service of which he is a part. He must lead an exemplary life both on and off duty. He must put forth his best efforts on all tasks. He must establish himself as one who can be trusted, relied upon by his seniors to do a creditable job. When he has done his best, his efforts will be recognized by his seniors and properly reported. Earning favorable reports enhances the probability of his promotion.

This is the end of Part Eight, Segment I.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment I

Organizational Structure and Social Distance in Senior-Subordinate Relationships

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

ORGANIZATIONAL STRUCTURE AND SOCIAL DISTANCE

PROGRESS CHECK

Question 1.

Select the statement which correctly describes the effect the naval organizational structure has on a junior officer's relations with his men.

a. Although the naval organizational structure provides the basic guidelines, they are flexible enough for a junior officer to change depending upon the particular situation that arises.

b. The naval organization structure dictates uniform rules of conduct which govern a junior officer's relations with his men.

c. The naval organizational structure inhibits the junior officer extensively in his relations with his men. He must overcome this by cultivating his leadership qualities.

d. If a junior officer is to ascend in the hierarchy of authority, the relations with his men must conform to organizational demands.

Question 2.

Select the example which illustrates a junior officer's conformity to organizational demands.

a. LTJG Hillary's department head instituted a zero-defects program. The men under LTJG Hillary's supervision were confused as to how this objective was to be realized.

b. LT Benton's platoon was the most effective unit in the entire battalion. The battalion CO was a strict disciplinarian, and the men of LT Benton's platoon were frequently detained by the MPs for misconduct.

c. ENS Hovey demanded that his repairmen maintain high performance standards. LT Leitner, ENS Hovey's superior, demanded high standards.

d. LT Barney, an intelligence officer, worked no more than the time required to complete a task. He rarely accepted additional tasks if he completed his work early.

Question 3.

Select the statement which best explains why a junior officer must conform to organizational demands in his relations with his men, and why he must take into account the expectations of his seniors.

a. Both are necessary for the maintenance of military discipline and morale.

b. Both determine the chance for advancement or promotion in the hierarchy.

c. Both are necessary if the junior officer is to accomplish his assigned task.

d. Both determine the success or failure of the naval hierarchical policies.

Question 4.

Select the paragraph which correctly describes the distinctive psychological climate produced by the naval organizational system.

a. The naval organizational system molds individual personality and behavior through its system of diversified responsibility. Its goal is the creation of a psychological climate which is conducive to the acceptance of responsibility.

b. The naval organizational system encourages men to constantly question the existing vehicles used to achieve mission accomplishment. Its goal is to create a psychological climate which enables men to improve the system through criticism.

c. The naval organizational system molds individual personality and behavior through its authority systems. Its goal is the creation of a psychological climate in which there is a maximum probability of effectiveness.

d. The naval organizational system prescribes interpersonal relations in an unstructured context. Its goal is to create a psychological climate which enhances approved ideals, attitudes, and behavior.

Question 5.

Select the statement which correctly describes how the naval organization molds individual personality and behavior through its authority systems.

a. The naval organization inculcates the ideals, attitudes, and behavior which will enhance the organization.

b. The naval organization encourages criticism of both institutional goals and accomplishment method.

c. The naval organization encourages the indifferent or ambivalent individual to accept more responsibility.

d. The naval organization encourages the discussion of ideals, attitudes, and behavior with individuals not associated with the organization.

Question 6.

After serving as a SEAL leader in Vietnam, LT Jameson was assigned to a Naval Planning Group in Washington. At his new job, which included such things as evaluating the effectiveness of SEAL tactics and PBR deployment, LT Jameson offered suggestions and worked at solving the problems his section encountered.

His wife had recently given birth to a third son; however, he spent many extra hours of his free time in research projects. He is taking postgraduate work at one of the local universities and is constantly striving to improve himself.

Select the term which correctly identifies LT Jameson.

a. Upward-mobile

b. Indifferent

c. Ambivalent

d. Apathetic

Question 7.

Select the statement which correctly defines an ambivalent individual.

a. An ambivalent individual is one who rejects the organization's promise of success for satisfactions obtained outside the organization setting.

b. An ambivalent individual is one who can neither reject the organization's promise of success and power, nor play the disciplined role that would enable him to obtain those rewards.

c. An ambivalent individual is one who has totally rejected the organization's values and rewards in favor of some other pursuit.

d. An ambivalent individual is one who reacts positively to the bureaucratic situation and succeeds in it.

Question 8.

Select the statement which best identifies the means which can be used to inculcate desired values in nonconformists.

a. Seniors should inculcate desired values by strictly employing the UCMJ.

b. Seniors should inculcate desired values by the use of rewards and sanctions.

c. Seniors should inculcate desired values by unhesitating use of disciplinary measures.

d. Seniors should inculcate desired values by engaging in paternal motivation lectures.

Question 9.

Select the paragraph which correctly describes the importance of understanding the bureaucratic organizational structure and its effects.

a. An understanding of the bureaucratic organizational structure and its effects ensures an officer's swift ascension in the hierarchy. Those with limited understanding will, in all probability, be promoted more slowly.

b. Understanding the bureaucratic organizational structure and its effects is important because junior officers are the backbone of the structure. It is their potential and example which inspires both seniors and subordinates.

c. Understanding the bureaucratic organizational structure and its effects is important because both seniors and juniors should recognize that each has a different perception of the other's role. This realization will reduce the possibility of role conflict.

d. The bureaucratic organizational structure implies that both senior and junior officers have an equal amount of latitude in decisionmaking.

Question 10.

Select the paragraph which correctly describes the extent of a senior's influence on a junior's exercise of leadership.

a. Senior officers exert a limited influence on a junior's exercise of leadership. If a junior officer possesses many leadership qualities, he can largely determine the extent of his own exercise of leadership.

b. Senior officers exert complete influence over a junior's exercise of leadership. Because of his authoritative position, a senior can thwart or encourage a junior's initiatives.

c. Senior officers exert little influence over a junior's exercise of leadership. Seniors also have seniors, and are therefore inhibited significantly by the attitudes of their superiors.

d. Senior officers exert great influence on a junior's exercise of leadership. If a senior supervises closely, a junior will also supervise closely.

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PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT I

REMEDIATION TEXT Linear Text - Volume VIII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	d	Pages 9-11
2	c	Pages 9-10, 20-21
3	b	Pages 9-10, 12-15
4	c	Pages 21-22
5	a	Page 19
6	a	Pages 22-25
7	b	Pages 30-32
8	b	Pages 39-41
9	c	Pages 42-44
10	d	Pages 46-48
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United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment II

Officer-Enlisted Man Relationships

Linear Text

(HLT)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

FOREWORD

"But this was my crew now, and I worried about them."

The Captain
by Jan de Hartog

This segment will review criteria for behavior between officers and enlisted men. There are restraints inherent in the structure of the organization as well as in day to day operations. You will explore why the nature of the senior-subordinate relationship dictates social distance. You will learn the major areas of responsibility: know your men and look out for their welfare; keep your men informed; establish standards and demand performance. These will be studied and ways of handling problems will be discussed.

INTRODUCTION TO PSYCHOLOGY
AND LEADERSHIP

PART EIGHT
SEGMENT II

OFFICER-ENLISTED MAN RELATIONSHIPS

OVERVIEW: In the previous segment, you studied about organizational structure and social distance. In this segment, we shall discuss those areas in more detail. All groups have leaders, and all groups have members who are subordinate to the leaders. This relationship is not unique to military organizations. However, for several reasons, the senior-subordinate relationship within the military organization is uniquely close and intense. A significant amount of each day is spent in such contact. Senior-subordinate influences range widely in individual military activities. The military organization depends upon the senior-subordinate relationship for its effectiveness. Therefore, all officers should develop a correct appreciation of officer-enlisted interactions. Such appreciation becomes valuable when it is applied to develop outstanding performance in subordinates.

Basis for Officer-Enlisted Relationships

1 The formal structure of military organizations is based on customs, rules, regulations and laws. History has provided a record of military success and failure. Military organization has a mission. Both the structure and the function of modern military units are based on a success formula. The structure of relative positioning of individuals permits definition of who is to assume which duties and which responsibilities. The customs, rules, regulations and laws define the organizational structure, the organizational responsibilities and the authority. Whatever relationship is used, it must function so that the group does effectively perform. The personnel who man modern, formal, military organizations represent a wide cross-section of differing educational levels. They also represent a variety of different socioeconomic backgrounds. Significant as they otherwise may be, neither socioeconomic background nor educational level is the key to the senior-subordinate relationships.

Which one of the following should you select as the basis for the officer-enlisted relationships?

a. The educational level of the individuals
b. The informal structure of the organization
c. The different socioeconomic backgrounds
d. The functional nature of military tasks

The officer-enlisted relationship defines its own functional aspects. The leader is provided with authority commensurate

with his responsibilities. Subordinates' responsibilities are parallel with the task and their status within the organizational framework.

Factors Affecting Officer-Enlisted Relationships

2 Social distance is one factor affecting officer-enlisted man relationships. It is defined as "The degree of intimacy or closeness of association between individuals occupying positions at different levels in the organization structure." You have seen the visible distinction between midshipmen classes. A MIDN 1/c has definite privileges which have been earned and which are jealously guarded. This class distinction exists through the formal, organization levels. It is the basis for the non-fraternization concepts so important in the Navy. Reinforcement capabilities, corrective or punitive, are based upon the visible class distinction between the officer and the enlisted class structure. The leader is vested with his authority because of his responsibility to accomplish the military mission. Subordinates must perform proficiently and without argument or challenge to authority. Since the class distinction positively affects performance, it has been preserved in the military organization despite democratization pressures.

Which one of the following is not a question to be asked by an officer who is dealing with senior-subordinate relationships?

a. How should I treat everyone equally?

b. How familiar should I be with my subordinates?

c. Should I extend/accept invitations for social functions?

d. Should I drink with my men?

---

3 MIDN 4/c receive their rates for specific purposes. As an upperclassman, you are careful not to knock off rates with the fourth classmen. This carries over into officer-enlisted relationships where the officer must be careful to avoid becoming too familiar with his enlisted subordinates. Overfamiliarity can cause failure in mission accomplishment. It is, however, impractical to establish a hard and fast rule to control all aspects of social distance. Many complex factors enter into the situation. The experience and the personality of the officer, the nature and setting of the situation, and the personality of the enlisted subordinate are but a few of the variables. It is a commonly accepted rule that officers should not drink with their men. But, as with the degree of familiarity and whether or not you should extend or accept social invitations involving enlisted subordinates, the decision must be considered in the setting. An unusual circumstance may require a social drink in such a setting. However, this is an exception, rather than the rule.

Which one of the following is the most undesirable consequence likely to be produced by fraternization or over-familiarity by an officer with his enlisted subordinates?

a. Enlisted subordinates become too happy.

b. Rates are knocked off.

c. Failure occurs in mission accomplishment.

d. Enlisted subordinates' personalities change.

---

4 Social distance is involved in good officer-enlisted relationships. It is intended primarily to facilitate attainment of organization objectives. Effectively applied, it also can serve the secondary purpose of influencing morale. Subordinates become more content with their status. Thus, the officer is able to maintain effective contact with his men, as well as to deal with them objectively. Good officer-enlisted relations influence effectiveness of the leader as he directs his men, evaluates them or makes decisions about them.

The social distance involved in good officer-enlisted relationships is primarily intended to facilitate which one of the following?

a. Improvement of morale

b. Contentment of the man

c. Development of social activities

d. Attainment of organization objectives

5 There is an adage,"Familiarity breeds contempt." This is a relative maxim. Fiedler and his associates have determined from their research that familiarity will not necessarily breed contempt. Overfamiliarity, however, has inherent disadvantages. The officer who becomes overly familiar with his enlisted subordinates loses objectivity in dealing with them. As a junior officer, you will be reinforced in your actions by the fact that enlisted subordinates expect social distance. This expectation is fostered by the structure of the military organization. In ordinary civilian life, doctors and lawyers customarily avoid taking the cases of members of their own families; the chance of becoming emotionally involved is so great as to preclude objectivity. Similarly, in the military, social distance strengthens objectivity in your relations with subordinates.

How should you consider the adage "Familiarity breeds contempt"?

a. As a relative maxim pointing out the danger of losing one's objectivity

b. A hard and fast principle in the Navy, not to be broken

c. Family members generate contempt for each other.

d. Objectivity means that you respect your enlisted subordinates.

Perception of the Relationship

6 Americans like to think of themselves as a classless society. Therefore, when you find yourself in positions of authority, a certain conflict develops from the power to correct or punish. On your training cruises, you had opportunities to experience your own feelings about such conditions. To you, these were important perceptions at that time because they were new and significant phases of your training. Leadership finesse and judgment develop with experience. With the passage of time, you discover that your perception of the relationship is less important than that of your subordinates. Effective leadership requires you to make adjustments in your behavior. You avoid precipitating situations in which conflict is likely to occur. You avoid being trapped by conditions or by individuals. You learn that your technical abilities may become secondary to your judgmental abilities to remain objective and analyze the relationships.

Who has the most important perception of the officer-enlisted relationships?

a. Peers

b. Senior officer

c. Subordinates

d. None of the above

7 ENS Tompion has had six months of commissioned service. He is responsible for the Weapons Department storeroom. He receives advance information that there will be an unannounced inspection soon. He tells his leading petty officer, with whom he is on a first-name basis, to get ready for inspection, and then takes no further action, because he is satisfied with the storerooms. Two days later, the surprise inspection is conducted. The spaces are rated unsatisfactory.

What additional action should ENS Tompion have taken?

a. He should have been on better terms with others working in the storerooms and should have ordered them to prepare for the inspection.

b. He should have exercised his responsibility to ensure the spaces would meet the prescribed standards.

c. He should have called the leading petty officer into the wardroom to discuss this and then provided more explicit instructions.

d. He should have said nothing and merely waited for the inspection.

8 An officer is responsible for mission accomplishment. He must maintain effective contact with his men which will give them the kind of guidance and leadership they need for proficient performance. He adjusts his behavior so that he remains objective and still keeps in touch and within reach of his enlisted subordinates.

ENS Zonka has managed to establish a first-name and nickname relationship with every man in his division. When personnel must be designated for extra duties, special details, or nominated for desirable school quotas, ENS Zonka finds it difficult to make the choice.

Which of the following has resulted from ENS Zonka's violation of the guidelines for social distance?

a. A loss of objectivity

b. A loss of familiarity with his subordinates

c. A loss of objectivity by his subordinates

d. A loss of face with his subordinates

9 MIDN Fender is the assistant second division officer on summer cruise. He is on good terms with the enlisted men and considers them capable of effective performance without much help from him. He relies on the leading petty officer to take charge. He maintains loose contact with the enlisted men and rarely provides any detailed guidance. The cruise ship is scheduled to conduct a towing exercise. MIDN Fender instructs CPO Jackstay to ready the fantail for the towing exercise. CPO Jackstay takes charge of the crew and at the scheduled time for the exercise eases out the towing hauser. The bitter end is not secured and carries away, resulting in an unsatisfactory exercise.

In which of the following areas should MIDN Fender have displayed greater objectivity and competence in his judgment of that situation?

a. His evaluation of CPO Jackstay's abilities

b. His evaluation of guidance needed

c. Both of the above

d. None of the above

10 ENS Stopper recently has been made responsible for the ship's boats on board a destroyer. BMC Cleat has tried to assist ENS Stopper to understand the evolution of lowering and raising a whaleboat at sea. BMC Cleat is hospitalized and the destroyer goes to sea without him. During the next day, there is a requirement to transfer personnel by boat. ENS Stopper is in charge of lowering and raising the boat, but he depends upon the leading seaman to give the orders to the men. Preparations are made to hoist the boat when it returns. In this procedure the sea painter was not secured and the boat capsized because the after fall was hooked on before the forward fall.

Which one of the following most accurately outlines the cause of ENS Stopper's problem?

a. ENS Stopper has not provided BMC Cleat with enough authority to exercise initiative.

b. ENS Stopper has not maintained adequate contact with his men and does not exert positive leadership when needed.

c. ENS Stopper has not been friendly enough with his enlisted men to get them to do a good job for him.

d. None of the above

11 If the officer sees good officer-enlisted relationships as important in attaining organizational goals, he obviously must be willing to adjust his own behavior where possible to strengthen the relationship. He must subject his perception of the relationship to analysis. Regardless of what the leader thinks and does, his actions must fulfill the expectations of his subordinates in order to avoid an unsatisfactory relationship. ENS Ladder is in great awe of MMC Pump's experience and accomplishments as evidenced by MMC Pump's hashmarks and ribbons. ENS Ladder has been unsure of himself, and becomes very defensive and nervous when MMC Pump attempts to help him. MMC Pump has a good record of helping junior officers get their careers off to a good start. However, he considers that ENS Ladder's defensive attitude signifies that he is a know-it-all. Therefore, MMC Pump has decided to avoid trying to teach ENS Ladder anything.

Which is the <u>best</u> explanation of the poor relationship between ENS Ladder and MMC Pump?

a. The difference in experience and accomplishments between MMC Pump and and ENS Ladder

b. MMC Pump's misperception of the situation and ENS Ladder's reaction to MMC Pump's experience

c. ENS Ladder's misinterpretation of MMC Pump's experience and knowledge

d. MMC Pump's overinflated view of his own importance and background

12 The importance of the enlisted men's perspective of the leader's actions is significant. It can affect their level of cooperation with each other both on and off the job. If the enlisted men are dissatisfied with the actions of their leader, you can expect that they will likewise be dissatisfied with their jobs and their roles. Another facet of this perspective is reflected in the number of minor complaints which are registered during sick call.

How should you consider the enlisted men's perspective of the officer-enlisted relationships?

a. More important than the officer's perception

b. Less important than the officer's perception

c. Interesting but not significant to the relationship

d. Most likely to cause problems

13 The USS Flyaway has just reported for duty with the Sixth Fleet. ENS Radar is the OC Division Officer. He has been instructed to indoctrinate the men of his division on proper personal conduct expected of them while on liberty in foreign ports. He calls a meeting for all men of the division and lays down the law on conduct ashore. On the first night of liberty, the men of his division observe ENS Radar intoxicated in a Naples bar. Six men of the OC Division are involved in a fight on the following night while in a Naples bar. The enlisted men were reported by the shore patrol. These actions reflect the discipline obtained in the USS Flyaway.

Which one of the following is <u>most</u> likely to be the cause of the breaches of discipline?

a. It is a natural consequence of the desire of the men to live it up on shore leave.

b. It resulted from the failure of ENS Radar to accompany his men on shore.

c. It is obvious that the explanation presented by ENS Radar was inadequate.

d. It resulted from the difference between ENS Radar's behavior as an officer and how his men believed he should behave.

Responsibilities of a Leader Toward his Subordinates--General Areas

14 As an officer and leader, you must become personally acquainted with subordinates. When you know what is important to individuals in your group, you can anticipate the needs of the group. You will be reinforced in turn by your group and will receive the rewards of obedience, confidence, respect and cooperation.

Consider the comments which passed among your classmates when you observed or learned about inconsiderate actions on the part of an officer toward his men. You readily noted the negative reactions which developed. To avoid this in your own experience you must know your men and look out for their welfare.

Which one of the following is least likely to occur as a result of knowing your men and looking out for their welfare?

a. Unforeseen problems

b. Instant obedience

c. Mutual respect

d. Willing cooperation

15 Individuals respond to their needs as they understand the nature of those needs. The effective leader must attempt to understand both the needs and the way his men perceive them. He must help his men see how their personal wishes can be channeled into what is best for them to do and what is best for the unit. An individual's wants may be physical, acquired, or spiritual, or a combination of these types; and any one can be as important as the others. Your commitment to satisfy these needs must be more than simply lip service, it must be actual and factual. To lose credibility in the eyes of your men is serious. As a MIDN, a man, and as an officer, you must be known as a man of your word.

Which one of the following should be <u>emphasized</u> is looking out for the welfare of your men?

a. Always consider the welfare of the men over the welfare of the unit.

b. The men must actually perceive that you are concerned about and committed to their welfare.

c. Welfare is not really important to a group of enlisted men since their needs are included in basic pay and allowances.

d. Credibility is such a nebulous factor that it is to be considered intangible.

16 Structure and function of the leadership chain is introduced and elaborated during the plebe summer indoctrination. Here, the rates and the senior-subordinate relationships are established. This then develops into the assignment of upperclass midshipmen as squad leaders. The squad leader billet for the upperclass midshipmen provides them with extra opportunities to apply leadership techniques and knowledge. During the indoctrination of plebes, the squad leader emphasizes the nature of the assistance which he will be able to provide. This technique presents the leader as friendly and approachable. It ensures that the leader will be frequently with his subordinates. This technique immediately communicates both ways, with positive rewards for proper relationships.

Which is the best explanation of this leadership technique?

a. A nonmilitary approach to earning the respect of subordinates

b. The best approach to discovering a subordinate's problems

c. A method for the senior to win the loyalty of his subordinates

d. A technique indicating to the subordinate that the senior desires to be friendly and approachable

17 Being concerned about and committed to the welfare of your subordinates requires you to pay considerable attention to several factors. You will be interested in living conditions, health, safety, mental attitude, spiritual welfare, personal problems, and impartial justice for your men.

The enlisted men in a photo intelligence class have been doing very poorly in comparison with previous classes. Attitudes of individual students are poor, negative to the point of being surly. LTJG Bolt is the chief instructor and he has become quite concerned. In spite of his interest and the extra effort of all of his instructor group, the attitude of this class seems to be worsening. LTJG Bolt engages in some informal discussions with the students. From these discussions he learns that the students are being housed in dilapidated, old barracks which were scheduled to be torn down. However, after this class came aboard, three more days were needed to renovate the permanent type quarters for enlisted students. The renovated quarters have been completed for more than two weeks, but LTJG Bolt's students are required to live in the old, hot, humid, noisy, poorly lighted and undesirable area.

What should LTJG Bolt do about this situation?

a. Let the matter alone since housing is not his area of responsibility in the school.

b. Tell the men that he sympathizes with them but that it is someone else's responsibility.

c. Personally inspect the old barracks and while there explain his duties as a classroom supervisor.

d. Note conditions in the old barracks, determine availability of the new barracks, and promise to bring these facts to the attention of the school commandant.

18 Unless there are some very compelling reasons why these men cannot be moved into the improved quarters, something should be done to change this environment. Factors within a school situation tend to separate the students from the base personnel. Disregard of poor living conditions in the foregoing situation when there were available accommodations certainly is sufficient to precipitate a low morale condition.

The leadership technique employed by LTJG Bolt is reflected in which of the following:

a. Assignment of quarters is a right, not a privilege.

b. Base personnel always rate first choice on quarters.

c. Rank has its privileges.

d. Look out for your men and they will look out for you.

19 Consider the personnel services which are available. They are worthy of your personal attention, and should be adequately provided. Concern yourself with all support activities, with the quality and quantity of each. Men need diversional activities. Some are more inclined to participate in athletic games, some to be spectators. Service clubs, exchange services, libraries, arts and craft facilities, educational activities, and the like, are part of a long list which should be considered in this program. Men should be encouraged to use such facilities for the multiple benefits to the men and the unit. These activities allow you to visit informally with the men, to determine the expressed outlook of the men under different surroundings, and to add valuable information to your working source of guidance.

As a leader, how should you consider the personnel services program?

a. It is a necessary evil to be lived with.

b. It is essential and should be supported.

c. It interferes with mission accomplishment.

d. It is an unnecessary drain on funded monies.

20 The value to the military organization is well worth all of the time, effort and money expended for personnel services. When men work, play and develop interests together, they are a better team for mission accomplishment activities as well. Your interest in this phase of their welfare demonstrates your concern for the "whole man" of each individual. Your balanced program in this requires you to be impartial in your dealings with each man. You do not have favorites and dole out special treatment. Instead, you reinforce and punish by appropriate means, impartially, and make every effort to be fair. This affects administration of equitable liberty, consideration for subordinates by word and deed, and providing earned privileges. Within the limits of behavior expected of him, the officer should be as human as possible. Effective human realtions are both simple and complex. As an officer and a leader, you will have to be consistent--and you will have to be flexible enough to adjust your behavior as required.

Why is it important for your men to be associated together in recreational activities?

a. Develops their leadership potentials.

b. Builds their bodies and their minds.

c. Enhances their abilities to work together.

d. All of the above

21 It is essential to keep your men informed. Clearly outlining what is expected of a man satisfies his wants and permits him to evaluate what he has done. A man who is appropriately informed feels that he is an accepted member of his unit, that he belongs, and that he has a trusted position. Unit pride, esprit de corps and morale are enhanced when the men realize that they are being provided with accurate, current information dealing with the details of the situation and the mission. Initiative is encouraged, teamwork is improved and overall effectiveness develops when you keep your men informed.

Keeping your men informed:

a. Encourages initiative

b. Improves teamwork

c. Enhances morale

d. All of the above

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22 Which of the following techniques should an effective leader use to keep his men informed?

a. Explain the task and how to do it.

b. Stop rumors by providing timely and accurate information.

c. Both of the above

d. None of the above

23 Keep your men informed of support they can expect from other units. Rumors have their basis in no-information or half-truths, and they also are dispelled by substituting informed confidence. Men always need adequate information. All of your men will be concerned with influences governing their pay, food, housing, promotion, rights, privileges, and other benefits. Therefore they should be kept currently informed concerning appropriate regulations and legislation. Rely on interpersonal contacts as much as possible. Remember, however, that your means for transmitting information is best selected after, not before, you have analyzed each specific situation.

It will be your responsibility as a junior officer to make yourself available for consultations with your men. You will find that it is valuable to personally address your men as the occasions warrant.

What is the most effective means of communicating with your subordinates?

a. Personally addressing your men and being available to them for consultations

b. Through official correspondence posted on the bulletin boards

c. By passing the word orally down the chain of command

d. Through formal communication channels

24 We have discussed how an informed individual is likely to be more effective on the job. Standards of performance determine how well a unit can carry out its assigned tasks. Since mission performance is the very reason for the existence of a military unit in a command, high standards and high performance in meeting those standards are essential. The unit must be able to assume its appropriate share of overall command responsibility.

What happens to the capabilities of a military unit when it fails to meet high levels of performance?

a. They are increased.

b. They are distorted

c. They are impaired.

d. They are unified.

25 The needs of belonging, esteem and self-actualization incline individuals to excel in performance. However, the man must have some way of knowing what standards he is expected to meet. Most importantly, he must know these standards as he perceives them from his own frame of reference as to what is expected of him. The exact directions spoken in French will not get the job done if the man does not understand the French language. The language of standards, which communicates readily in one setting, may fail to communicate in another setting. When you learned the manual of arms, you were provided with accurate and clear details of what was expected of you. You met those standards when you were able to demonstrate precise accuracy in following those instructions. If a midshipman is detailed to perform extra duties, he is provided with information which prescribes the time, date, place and uniform. A midshipman detailed to the extra duty squad must perform according to high standards. Failure to perform according to those high standards can easily lead to continued assignment to the extra duty squad.

What is provided to the midshipman on extra duty to assist him in meeting the high standards of dress and conduct which are expected?

a. Frequent inspections

b. Detailed and accurate instructions

c. Both of the above

d. None of the above

26 After detailed information is appropriately provided for your men, you must be sure that these instructions are followed. The individual must see the needs for standards of performance as his own needs. Higher echelons may provide you with only general guidance in their instructions. From this point, you will then be expected to translate that guidance into specifics which are meaningful to subordinates.

You must be able to demonstrate the values and attributes that proud men would expect from a leader. You have to set the example.

Which one of the following most directly influences the performance of duty of the men assigned under the direct leadership of a junior officer?

a. Renowned Navy leaders

b. Other division officers

c. Outstanding civilians

d. The junior officer himself

27 The junior officer may increase his effectiveness by exercising due care and consideration in all of his activities. Expertise in the approach to the problem frequently may be the key to whether or not your subordinates consider you to be competent. As you deal with underclassmen at the Academy, you temper your actions, taking into account your own impact as well as the requirements. Your care and consideration of other midshipmen in your leadership roles make you more acceptable to them. This acceptance and support enhances your competency in that role. When the plebe understands that attainment of USNA goals helps him to accomplish his own goals, his cooperation becomes relatively automatic. All of the leadership examples and experiences which you encounter vicariously or indirectly as a midshipman will find a counterpart in your subsequent officer duties. Your subordinates must be able to associate you and your acts with competence in accomplishment of organization goals and their personal goals.

When a midshipman or junior officer exercises due care and consideration in all of his activities, what will he <u>most</u> likely be demonstrating to his subordinates?

a. Competent leadership

b. Technical competence

c. Democratic leadership

d. Authority

28 In the exercise of due care and consideration, you will be concerned with performance. The required standards of performance which you set must satisfy your responsibility to meet the standards expected by your seniors. Therefore, these standards must be their standards as well as your own. Also, you must carefully outline and express these standards so that they are known and understood by subordinates. You have the responsibility of explaining tasks to your men and then letting them know how well they are achieving organization goals as they work at the tasks. In this way they understand how their work compares with the manner of performance of others, and with the established standards set by you and your seniors.

To which of the following do your major responsibilities pertain when you are setting standards of performance?

a. Your peers and your men

b. Your seniors and your peers

c. Your men and your seniors

d. The US Navy

29 Your responsibility to your subordinates includes honest, straightforward appraisal. If your men have met or exceeded your standards of performance, be generous with appropriate praise. If they have not met these standards, let them know in a straightforward and tactful manner.

Respond to their esteem needs with honest recognition. Carefully avoid overreacting by word or manner. The so-called snow-job will be resented just as much as blowing your stack will be resented. Tact and honesty are particularly valuable assets of a junior officer, and all officers.

Which need of your subordinates is <u>best</u> met by your honest, straightforward appraisal of their performance?

a. Flattery

b. Understanding

c. Self-esteem

d. Self-consciousness

30 You will develop skill and fluency with every opportunity to exercise leadership abilities in a variety of situations. It is natural for all individuals to fluctuate in performance. Remember, even the performance of the best men will fluctuate. Overriding personal problems can temporarily pre-empt or displace the needs that usually motivate even outstanding men. These problems could include: a serious illness in the family, money problems, marital or girl friend problems. Avoid making a habit of snap judgments. Whenever possible, you should discreetly determine what is bothering a subordinate whose performance is slipping. Some situations may require your appropriate counsel, or assistance by specialists such as a Navy chaplain, legal assistance officer, medical officer or other authority.

Which effect can you expect individual problems to cause even in outstanding men's performance?

a. Improvement

b. Fluctuation

c. Deterioration

d. Expectation

31 Your subordinates will tend to look to you as their example in appearance, conduct and consistency. The standard of performance for your unit will tend to be based upon your personal performance standards. It will thus behoove you to demonstrate an outstanding performance as the example to be followed. Subordinates are prone to cite any of your bad examples as justification for their shortcomings. Remember, the officer who falls short of the standards of the organization stands to lose the respect and following of his subordinates.

Which effect can you expect on your subordinates' behavior if your personal performance standards are outstanding?

a. They will use them to justify their own shortcomings.

b. They will be careful and consistent in their behavior.

c. They will fail to represent the high standards of the Navy.

d. They will desire to meet your personal standards.

32 Which one of the following is the best way to inspire good performance from your subordinates?

a. Make an example, in front of everyone and in no uncertain terms, of the first man that gets out of line.

b. Be generous with praise and awards in the beginning, even if performance is adequate, since it will improve shortly.

c. Set the example, yourself, of the outstanding performance you expect from your men.

d. Drive them if they won't be led--you have the authority to lean on them until they shape up.

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33 On Naval Air Station Windswept, there was a serious ground accident involving Air Transport Squadron #10. LTJG Flaps was in charge of training the flight crew. Investigation of the accident revealed that the flight chief had not properly used his checklist. LTJG Flaps believed that good crew members didn't need a checklist. He had set the example himself by flying without reference to a checklist.

What should you infer from the results of LTJG Flaps' expressed attitude?

a. He had set reasonable and high standards.

b. He failed to demand adequate standards for his flight crew.

c. He set an excellent example for pilots but not ground crews.

d. He was not involved since this was a ground accident and he supervised a flight crew.

34 LTJG Hall arrives to command a construction battalion unit in the Southwest Pacific. This remote station requires extensive construction battalion support for a highly classified electronics detection system. He soon discovers his subordinates to be sloppy in their appearance, their work, and their reporting.

What should LTJG Hall do to correct these deficiencies?

a. Put his entire effort into securing more recreational facilities, fixing up subordinates' quarters, getting more USO shows to appear on the station, organizing sports, getting more R&R for his men in the knowledge that if he looks out for his men, they will be more inclined to do a better job.

b. Go easy on any changes since the island is remote and a long way from the brass. Get on the good side of the men and let them see that he is an officer who can interpret his duty according to the situation. After he has them looking to him for leadership, he can start working on raising the standards of performance.

c. Waste no time in posting explicit standards that will put some snap in his outfit. Demand that these standards be met by the end of the week--or else!

d. Call a meeting of all personnel as soon as possible. Explain in necessary detail that sloppy habits make a sloppy outfit, and that a sloppy outfit, like a sloppy fighter, is not in shape for any challenges, etc. Sympathize about the hardships and let them know that he wants to make reasonable changes. Stress the mission as first and foremost, assign improved standards, and require commensurate performance immediately.

35 Which one of the following best identifies the responsibilities of a leader in ensuring that his prescribed standards are met or exceeded?

a. The leader has the responsibility for passing orders to petty officers and telling them to get the job done.

b. The leader has the responsibility to his seniors for setting the standards and an example of performance.

c. The leader has responsibilities to keep his men aware of how well they are doing in meeting the requirements of his superiors.

d. The leader has the responsibility to establish standards, to explain accurately and clearly what is expected from every man, and then to ensure that standards are met.

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36 Which one of the following best describes the two basic principles of establishing standards?

a. Ensuring that subordinates are evaluated according to their progress and that goals are met

b. Ensuring that each member of the unit knows what is expected of him and measuring progress toward achieving organizational goals

c. Ensuring that a good first impression is made and then requiring subordinates to do things your way

d. None of the above

37 The department head tells ENS Stanchion to get his spaces squared away. He wants them brought up to the standards of cleanliness outlined in the ship's organization book.

Which action should ENS Stanchion take?

a. Call in the division leading petty officer and tell him to get the spaces squared away

b. Give the leading petty officer a copy of the ship's organization book and tell him to square away the spaces

c. Review the ship's organization book standards, conduct an inspection to determine deficiencies, set standards for the men to follow, and then ensure compliance therewith

d. Post a notice of new requirements on the division bulletin board for the attention of all personnel and then head for the wardroom mess

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38 How should minimal satisfactory performance be considered?

a. It is only an improvement over unsatisfactory performance and requires improvement pressures by the leader.

b. It qualifies performance as meeting the prescribed standards set by the leader.

c. It is only considered to be satisfactory because it approaches Navy standards.

d. It should be praised because any improvement in performance is worthwhile.

39 Which one of the following best describes the technique most likely to improve performance?

a. Set the example, be tolerant of failure, reward top performance.

b. Set the example, take corrective action, reward top performance.

c. Take corrective action, be tolerant of failure, set the example.

d. Set high standards, inform your men, maintain an open-door policy.

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40 If you were assigned as a division officer and desired to improve the performance of the group to a level above the standard, what should you do?

a. Consistently recognize outstanding performance with higher rewards appropriately awarded for higher performance.

b. Reward minimal satisfactory performance in order to improve above satisfactory performance.

c. Both of the above

d. None of the above

41 ENS Leader is seeking a means to improve the outlook and performance of his subordinates which will work for him 24 hours a day.

Which of the following techniques is the best for use to improve performance?

a. Indoctrinate the petty officers to set a good example for the nonrated personnel

b. Inform subordinates of what a good example consists of and then tell them to follow these directions

c. Set the example by his own outstanding military appearance and conduct; be outstanding in his personal duty performance

d. Designate group monitors for small groups of individuals and provide them with a checklist to keep on top of subordinates

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42 Which of the following is a correct statement of principle?

a. Linking of standards to performance encourages teamwork and organization initiative.

b. Linking of standards to performance provides that the degree of performance required will achieve the standards set.

c. Linking of standards to performance permits evaluation of the unit's performance in task accomplishment.

d. Standards and performance are not related but are merely different words for the same thing.

The Junior Officer's Relations with Petty Officers

43 Senior-subordinate relations extend throughout the military organization. Any weakening of these relationships tends to weaken the entire structure. Therefore, the status of each senior should be protected and enhanced.

This concept is applicable to noncommissioned officers as well as to commissioned officers. The petty officer functions as an intermediary between the commissioned officer and the nonrated men of the organization. To state that petty officers are considered the backbone of the military does not detract from the officers of the Navy. The enlisted promotion system of the Navy is based upon merit. With each advancement in grade, selection is made of competent, experienced individuals who have demonstrated capacity to assume responsibility. Your petty officers represent professional competence in progressive positions of authority. The cardinal rule: "Praise in public, reprimand in private," is particularly applicable in seniors' relations with subordinates who also function as seniors in the chain of authority. Thus, if a commissioned officer steps between a petty officer and his subordinates, he tends to weaken the system. In so doing, he has encroached on the authority of the petty officer and weakened the morale, efficiency, and discipline of his subordinates. Personnel management principles are applicable here. Supervision is required, but there is a difference between supervision and interference. If a change in procedure is necessary, the commissioned officer should discuss it privately with the petty officer.

If a commissioned officer interrupts a petty officer during an exercise and proceeds to conduct the exercise himself, which of the following possible effects is most likely to result?

a. Reducing of subordinates' job satisfactions and increasing sick call rate while discouraging reenlistments

b. Weakening of morale of subordinates and lowering of efficiency and discipline

c. Breaking down of the objectivity of the organization's members

d. Developing of a feeling of competence for the commissioned officer who was able to demonstrate his authority and know-how

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44 BMC Long is on the forecastle conducting a demonstration on ground tackle. He is instructing his subordinates in the proper procedure to secure the anchor chain stopper. ENS Turnbuckle interrupts the instruction in the middle of the demonstration with the comment to the chief that "I know all about ground tackle because I have studied Knight's Seamanship and also have practical experience."

ENS Turnbuckle's comments are likely to have which probable effect on the enlisted subordinates who were being instructed?

a. They will be encouraged to learn more about the ship's tackle equipment.

b. Their learning processes will be decreased by the distracting of their attention.

c. Knight's book on seamanship will be established as the authority for all answers on ground tackle.

d. Their morale, efficiency and discipline will be weakened.

45 The petty officer's professional competence in progressive positions of authority can be helpful to his seniors. Petty officers are closer to the nonrated men of the unit. By virtue of their relationship, competence and experience, they catalyze good senior-subordinate relations at all levels. Their contributions are essential to mission accomplishment. Junior officers are wise to appropriately seek counsel and accept guidance from their experienced petty officers. The key to this situation is the word "appropriately." It is a recognition of the competence and a consideration of experience in the proper perspective.

Which of the following best describes the relationship among officers, petty officers and nonrated personnel?

a. Petty officers provide long years of service.

b. Petty officers demonstrate extensive experience.

c. Petty officers are a link in the chain of command.

d. Petty officers often catalyze good senior-subordinate relations.

46 Junior officers require continuous training in their development. Experienced petty officers provide invaluable experience in highly specialized areas. They can contribute to effective junior officer training. Under the proper setting, the officer's leadership is enhanced when he accepts instruction and guidance from his petty officers.

Recognition of the competence of the petty officer enhances his prestige. Prestige is essential at all levels of the senior-subordinate chain. A mutually satisfying partnership should be developed between the officer and his petty officer. The partnership must be advantageous to their common concern. This common concern is their unit or division. The officer and the petty officer should take advantage of every opportunity to learn, drill and work with each other. This interchange is essential during combat or an emergency when each may be called upon to competently assume all or part of the responsibilities of the other. Each, then, has a different level of prestige and they do not have to be in competition for the respect of subordinates.

Which one of the following is the mutual responsibility shared by the officer with his petty officer?

a. To take every opportunity to learn, drill and work with each other

b. To drill subordinates for long hours

c. To establish standards and demand performance

d. Mutual responsibility does not fit the senior-subordinate concept and is therefore inapplicable in this situation.

47 Why are the petty officers considered to be the backbone of the Navy?

a. Because of the prestige their many years of service offers

b. Because they have developed a high level of technical skill

c. Because they have demonstrated professional competence in progressive positions of authority

d. Because there are large numbers of these enlisted men who are in close contact with the working force of the Navy

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48 Which of the following best describes the importance of petty officers in the training of junior officers?

a. A junior officer's responsibilities can be shared by the petty officers.

b. Petty officers can provide assistance and guidance to the junior officer.

c. Petty officers have progressed through the ranks and know all the answers.

d. Petty officers provide a challenge because if the petty officer can lead them, he can lead all of the men.

49 Casualties during combat may place a petty officer in a position where he must command a unit without a commissioned officer. He will be able to draw upon his experience and interchange with all officers to perform effectively.

Likewise, each officer must understand and be capable of assuming the responsibilities of his petty officers during training or other aspects of mission requirements. Confidence in assuming these responsibilities is developed from practical experience.

DMC Halfhitch has assigned work tasks to his three division petty officers. Each petty officer has five men assigned and they are involved in preparing and painting the forecastle. ENS Scraper comes on deck about 1030 and orders PO2 Chromate to take his men who have been painting and bring general stores aboard.

Which one of the following should ENS Scraper have done instead?

a. Selected PO2 Chromate's five men to load stores and instructed Chromate to inform the CPO

b. Contacted BMC Halfhitch and advised him of the emergency situation which required the use of five of his men, and then left the management and assignment to the CPO

c. Ordered PO2 Chromate's five men to load the stores and then informed BMC Halfhitch of what he had done

d. Selected the five men personally, and then joined in with the work party

50 Petty officers should have authority commensurate with their responsibilities. Authority is essential to proper supervision and to assignment of responsibility. Mission accomplishment depends upon task completions. Therefore, an officer should carefully respect this delegation of authority. Only under extreme conditions of an emergency nature should this authority be withdrawn or abrogated. It is essential that petty officers know that they have their senior officer's confidence and trust. This requires the support of the officer and the petty officer. During summer training at sea, SM2 Light is conducting a drill for midshipmen who have been assigned to him for instruction. The midshipmen are youngsters who are inexperienced with procedures for bending signal flags on halyards and executing signals. SM2 Light commences a drill and shouts, "Break out the Signal Book--stand by your bags--bend on STATION DELTA FIVE FIVE--bear a hand--can't you bend those flags on?" The assistant communications division officer, ENS Trucklight, is observing the drill. Because he had recently been commissioned, ENS Trucklight is sympathetic to the midshipmen. He considers that the midshipmen should have been shown how to perform these tasks before they were required to perform them. Also he thinks that SM2 Light is using ineffective methods with inexperienced personnel.

How should ENS Trucklight appropriately deal with this situation?

a. Ignore the drill and do nothing, since it is the responsibility of another person

b. Interrupt SM2 Light and suggest that he demonstrate the proper procedures

c. Wait until the drill is completed and then explain to SM2 Light (in private) the need for demonstrations to inexperienced personnel

d. Inform the OINC of the midshipmen that the youngsters are not well trained

51 A commissioned officer should work through his petty officers to accomplish tasks. The authority delegated to the petty officer helps him to accomplish tasks and also develops the petty officer's value to his unit. The official delegation of authority and the support from the officer increases the leadership stature of the petty officer in the eyes of his subordinates.

Which is the best reason for delegating authority to a petty officer to accomplish a task?

a. Instead of being idle, the petty officer will share the heavy duty load of the division officer.

b. The petty officer will be too busy to be interfering with the division officer running the division.

c. The petty officer will develop his value to his unit and enhance his standing as a leader in the eyes of his men.

c. The petty officer can accomplish the task as well as the division officer.

52 The partial sharing of responsibilities between the commissioned officer and the petty officer develops a different kind of relationship than the commissioned officer normally has with his other subordinates. There is more freedom in the commissioned officer-petty officer relationship than can exist in the military organization between the commissioned officer and his nonrated men. This does not rule out the possibility of the commissioned officer learning technical information from highly trained subordinates. However, the social distance inherently must be greater between the nonrated men and the officer. This can best be realized by the fact that the commissioned officer workers through his petty officer structure to accomplish the tasks.

Which one of the following best expresses the relative freedom of action that a commissioned officer has with his petty officer and with his nonrated personnel?

a. The commissioned officer has complete freedom with the nonrated men and relatively little with his petty officer.

b. The commissioned officer has complete freedom with his petty officer and no freedom with his nonrated men.

c. The commissioned officer has more freedom with his petty officer than with his nonrated men.

d. The commissioned officer has more freedom with his nonrated men than with his petty officer.

53 Which one of the following best indicates the difference in the relationships between the commissioned officer and the petty officer, and the commissioned officer and his nonrated men.

a. The commissioned officer must know his petty officers better and keep them better informed than his nonrated men.

b. The commissioned officer must be more careful to set a good example for the nonrated men and more aware of their perception of the relationship.

c. The commissioned officer works through his petty officer to get tasks accomplished, treats the petty officer as a potential leader, and has more freedom of action with the petty officer than with the nonrated men.

d. Since any of the men must be able to assume overlapping responsibilities during emergencies this relationship has to be a sharing and mutual interest rather than differences as indicated.

SUMMARY: This completes this presentation describing the relationship between the commissioned officer and the enlisted man. You have learned to recognize two factors which affect this relationship--the formal structure and the functional aspect. You have become aware of the significance of social distance. You have also become more conscious of the importance of perceptions--how a relationship can be perceived in various ways. You have studied the general areas of responsibility a leader bears toward his subordinates: to know his men and look out for their welfare; to keep them informed and establish standards of performance. As a pertinent case in point, you studied the junior officer's relationships with the petty officer.

This is the end of Part Eight, Segment II.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment II

Officer-Enlisted Man Relationships

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

OFFICER-ENLISTED MAN RELATIONSHIPS

PROGRESS CHECK

Question 1.

Which of the following statements correctly describes the basis for the officer-enlisted relationships within the Navy?

a. The relative positioning of individuals in the organization is determined by organizational responsibility, authority and seniority.

b. The relative positioning of individuals in the organization is based on appointments, and is subsequently the application of a "most qualified" system.

c. The relative positioning of individuals in the organization is based exclusively on seniority.

d. Both a and c

Question 2.

LTJG Brewster was concerned about becoming well liked by his men. He spent a great deal of time with them in their quarters, and occasionally he joined them on liberty at bars that usually catered only to enlisted men. It was LTJG Brewster's intention be be regarded as a "good guy" or a buddy by his men.

Select the principle governing social distance that LTJG Brewster has violated.

a. LTJG Brewster chose to socialize with his subordinates rather than with his fellow officers, and by doing so implied his unwillingness to accept the men of his command socially.

b. Excessive familiarity, as in LTJG Brewster's situation, leads to contempt among the subordinates.

c. LTJG Brewster's excessive familiarity with his subordinates causes a breakdown in the objectivity a leader needs to deal effectively with his subordinates.

d. LTJG Brewster violated the purpose and meaning of a good leader-subordinate relationship because his excessive fraternization could cause him to neglect his duties.

Question 3.

Which of the following is the correct definition of "social distance"?

a. The degree of intimacy or personal freedom between senior officers and enlisted men

b. The degree of intimacy or social relationship that exists between junior officers and senior officers

c. The degree of intimacy or closeness of association between a junior officer and a petty officer

d. The degree of intimacy or closeness of association between individuals occupying positions at different levels in any organizational structure

Question 4.

LTJG San Dovals was the only officer of his cultural background aboard a CVS. LTJG San Dovals developed a personal relationship with one of the men of his unit named Garcia. LTJG San Dovals and Garcia were both of Spanish-American ancestry. The common ties of their backgrounds made the two men close friends. Occasionally, Garcia would request and receive leave when other men of his unit had been refused. Following the establishment of LTJG San Dovals' close friendship with Garcia, LTJG San Dovals began experiencing leadership effectiveness problems with men of his unit.

From the following choices, select the statement that describes the best reason for LTJG San Dovals' apparent leadership ineffectiveness.

a. LTJG San Dovals' leadership was being severely hampered by his close association with Garcia. The rest of the men no longer felt LTJG San Dovals was totally objective in his handling of the unit.

b. LTJG San Dovals was having leadership problems because his men resented LTJG San Dovals' social distance.

c. LTJG San Dovals' leadership effectiveness was being hampered because the men felt Garcia was using LTJG San Dovals to get special privileges.

d. None of the above

Question 5.

LT Hawkins feels that popularity is the key to sucessful leadership among his men in the engineroom. Thus, LT Hawkins is constantly making efforts to please them. In doing so, he quite often extends special privileges to some of his men. At the same time, the work load in the engineroom is shifted to several men who must continually bear the burden for the entire section.

During a training maneuver, a boiler valve gave way and emergency repairs were needed at once. LT Hawkins ordered his entire section to begin repairs on the valve immediately. However, LT Hawkins' men did not function as a team, and the repairs were slow in being completed.

What was the probable reason for the engineroom section's delay in fixing the boiler valve?

a. LT Hawkins' daily actions had failed to fulfill the expectations of his favorites, and thus, they wouldn't carry their weight.

b. LT Hawkins' men expected him to help them repair the valve since it was an emergency situation.

c. The men who had been given special privileges were reluctant to help since they thought LT Hawkins should have assigned only those men who knew the most about the engineroom to perform the task.

d. None of the above

Question 6.

From the following choices select the three general areas of responsibilities you as a leader should bear toward your subordinates.

1) Insist on re-education rather than punishment.
2) Keep your men adequately informed.
3) Know your men and look out for their welfare.
4) State your orders clearly and repeat them often.
5) Establish standards and demand performance.

a. 1, 2, and 4
b. 2, 3, and 5
c. 3, 4, and 5
d. 1, 2, and 3

Question 7.

LT Miller is in charge of the radio room on a CVA. The general efficiency of his crew is just barely acceptable. LT Miller is concerned with the efficiency of his crew because he doubts whether or not they could perform up to standards in an emergency.

From the following choices select the appropriate course of action LT Miller should employ to improve the performance of his crew.

a. Try to set the example--both in performance and in appearance

b. Consistently reward satisfactory, or improved, performance

c. Consistently take corrective action when performance is below standard

d. All of the above

Question 8.

LTJG Boomer, in an effort to revitalize his division in the Weapons Department aboard a large ship, had the quotation, "LESS THAN YOUR BEST IS FAILURE" printed, posted and distributed throughout his area. However, LTJG Boomer was always the first junior officer over the brow on liberty and often returned disheveled in appearance. His section still turns in reports that are late and poorly typed.

From the situation above, determine whether or not LTJG Boomer established standards and demanded performance.

a. LTJG Boomer established clearly-defined standards, but did not demand performance.

b. LTJG Boomer established clearly-defined standards and demanded performance.

c. LTJG Boomer did not establish clearly-defined standards nor demand performance.

d. LTJG Boomer did not establish standards but he did demand performance.

Question 9.

How is the statement: "An effective leader sets the example" related to senior-subordinate relationships in getting good performance from the men?

a. By setting an outstanding example during working hours (duty hours) only, the leader can expect the men under him to perform both on duty and off duty in an outstanding manner.

b. A leader who sets the example on duty and off duty has established standards that will help in maintaining high performance from his subordinates.

c. A leader who sets the example in military appearance can expect his men to be outstanding in the performance of all their duties.

d. Setting the example really isn't related to good performance at all. The men must also set a good example for the leader. It is a mutual exchange.

Question 10.

Which of the following statements correctly summarizes the reasons why the leader should enforce established standards?

a. The leader's primary responsibility is to see that his own standards are being met by his subordinates.

b. By enforcing established standards, the leader can balance the good and poor performance of his subordinates.

c. By enforcing established standards, the leader is fulfilling two of his responsibilities: he is satisfying his seniors, and he is communicating to his men how well their performance compares with the performance of others.

d. The leader should establish difficult standards so that his men will be proud of their accomplishment when they meet these standards.

Question 11.

Which of the following statements correctly explains why standards and performance must necessarily be linked together?

a. When a leader has established his own high standards regardless of the standards required by higher echelon, the performance of his subordinates will improve.

b. While high standards mean high performance, high performance does not necessarily mean high standards.

c. By setting forth high standards accurately and clearly so that everyone understands what is expected, and by then ensuring that standards are met, a high performance will be attained.

d. Standards selected will not affect the performance attained. Standards are often so high that individuals cannot possibly reach them, so they work at their own level.

Question 12.

LT Hartman directed CPO Rice to detail a work crew to load general stores aboard a CVA. During the loading operation it began snowing, and in a short while the loading ramp was covered with ice and was very hazardous. CPO Rice, however, gave no orders to halt the operation. LT Hartman observed the condition of the loading ramp and ordered the loading halted. He did not consult CPO Rice before suspending the detail.

Which of the following statements correctly describes the possible effect LT Hartman's encroachment on CPO Rice's authority had on the enlisted men of the loading detail?

a. Improved the men's opinion of LT Hartman

b. Reduced the morale and probably affected the later efficiency of the enlisted men on the work crew assigned to follow CPO Rice's orders

c. Reduced the discipline of the men and weakened CPO Rice's authority and command over the men

d. Both b and c

Question 13.

Select the statement which describes the correct relationship between commissioned officers, petty officers, and nonrated men.

a. Petty officers are an important intermediary between commissioned officers and nonrated personnel.

b. Petty officers are important in the training of new junior officers and in communicating with the nonrated men.

c. Petty officers keep close watch on the nonrated men in order to keep the commissioned officers informed of infractions.

d. Both a and b

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PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT II

REMEDIATION TEXT Linear Text-Volume VIII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Pages 1-3
2	c	Pages 3-6
3	d	Pages 3-6
4	a	Pages 7-13
5	d	Pages 7-13
6	b	Pages 15-22
7	d	Pages 28-37
8	c	Pages 28-37
9	b	Pages 26, 32, 36-37
10	c	Pages 26-28, 34, 36-37
11	c	Pages 28-37
12	d	Pages 38-39
13	d	Pages 41-46
14		
15		

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment III

Assumption of Command and Formal and Informal Leader Relationships

Linear Text

(HLT)

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

FOREWORD

"Although I can not insure success I will endeavor to deserve it."

Commodore John Paul Jones
1780

In this segment you will be introduced to many of the do's and don'ts of the fledgling commander. Your first command may be a squad or division and not a man-o-war; however, most of the principles and problems of command will be present. Analysis of information received from predecessors, senior and junior, together with common sense and the tenets of good leadership, will stand you in good stead in your first command.

ASSUMPTION OF COMMAND

OVERVIEW: In this segment you will learn how to analyze your first assignment as a division officer or junior division officer and how to begin your supervisory duties in such a way as to avoid many possible difficulties. "Command," as used in the context of this segment, is as used in Article 1043, U.S. Navy Regulations, to define a division officer:

> 'A division officer, within the meaning of these regulations, is one regularly assigned by the commanding officer to command a division of the ship's organization."

You will also learn to recognize informal leaders within your organization. You will learn when these informal leaders can be of use to the organization, and why it is of value to you to have good relations with the informal leaders.

1 Hoping that others before him had had similar feelings of insecurity and would, therefore, be understanding, ENS Dauphin drove his car through the main gate of the Norfolk Naval Base. His apprehension only slightly dampened the enthusiasm he had in reporting to his first ship for duty. Knowing that several classmates also had orders to the same carrier made him feel that he was not all alone in this venture without a friend to whom he could talk. ENS Dauphin exhibits the normal reactions of a young officer approaching his first duty assignment.

Select the following reaction(s) that is/are applicable in this situation.

a. He is very enthusiastic because he has been anticipating this first duty for several years.

b. He is somewhat insecure because he doesn't know what to expect.

c. Both of the above

d. None of the above

2 ENS Dauphin's feelings of insecurity are a normal reaction. By remembering the training and experience he has received prior to this assignment, however, he can compensate for these feelings.

Specifically, which of the following factors might he keep in mind to relieve these feelings?

a. He might concentrate on the fact that he was a three-letter man at school.

b. He might realize that as a midshipman he has already performed many of the tasks that will be required of him, even though he has not had the full responsibility of command.

c. Both of the above

3 A new officer approaching his first duty assignment can compensate for his normal feelings of insecurity by concentrating on the training and experience he has had prior to his commissioning.

In which of the following examples is ENS Dauphin using this method?

a. "All I have to do each time I become unsure of myself is to remember that I also felt this way before each midshipman cruise and everything turned out OK then. I guess it was because all the training had prepared us for the job, although we did not realize it at the time. Now that I think of it, I fitted right in and found I was able to handle any assignment. It just took a day or two to figure out what was required and then some hard work plus a little common sense. That's just the way it will be here, just a chance to take on more responsibility because now I'll have enlisted men in my division with whom I'll be working."

b. "Those classmates with orders here are from another battalion and I never got to know them. I probably don't know a soul on the whole ship. Since they have just returned from a MED deployment, everyone aboard is probably real sharp in his billet and will expect me to know all the answers. It will probably be my luck that the guy I'm relieving will be on his way to another ship just as I'm reporting aboard."

4 Another method of compensating for feelings of insecurity is to keep in mind two key leadership factors.

1) An effective leader knows his job.

2) An effective leader knows himself and seeks self-improvement.

In which of the following examples are these key leadership factors demonstrated?

a. "I'll just buckle down to work and this feeling of apprehension and insecurity will pass. After all, I know what is expected of me and I can put it across to the men."

b. The new division officer who had reported aboard a few days earlier feeling very insecure and unsure of himself, called his division chief aside and said, "Chief, you handle the division and I'll just keep an eye on things."

c. Both of the above

d. None of the above

5 "That new division officer in my department is coming along fine, Commander. He is well founded in leadership and is running the division with very little supervision from me. When he holds drills on the sonar gear, it's obvious that he knows what he is talking about. Another thing I like about him," continued his department head, "is the way he is never satisfied with standing still. He keeps looking for opportunities to learn something new. I'll take a couple more like him any time you can find them."

Select from the following list the answers that describe the qualities that the division officer has been commended for in this example.

a. Demonstrates key leadership factors

b. Knows his job

c. knows himself and seeks self-improvement

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6 What are the key leadership factors that a new officer should keep in mind when taking command of his first division?

a. An effective leader (1) concentrates on previous training and experience; (2) remembers that insecurity is a normal feeling under the circumstances.

b. An effective leader (1) knows his job; (2) knows himself and seeks self-improvement.

7 The new officer undertaking his first assignment is certainly not expected to know everything about that job. He is, however, expected to have a knowledge of naval leadership and what is expected of him, to be willing to learn the technicalities of his assignment that prior training has not provided, and to apply himself diligently so that he can quickly become proficient enough to teach others.

Which ensign(s) fulfill(s) the expectations for his/their assignment?

a. Enroute from his Mississippi home to Bremerton, Washington, where he will join his first ship, newly commissioned ENS Barbour's thoughts dwell on this first assignment. He determines that there are three areas he must concentrate on to get off to a good start. First of all, he must apply the leadership techniques that he studied while a midshipman. This won't be difficult; he had lots of opportunity to apply them in sea situations on his first class cruise and during his first class year. Now it will be a case of applying these same principles and techniques as an officer. Second, he realizes that there will be many technical, as well as practical, aspects of his particular duties that he must learn and master. The final area he decides to concentrate on is to become proficient as soon as possible.

b. ENS Stevenson is reporting to his first ship. Stevenson is unsure of what to expect when he reports aboard and what he should do to get started. He is obsessed with the thought that, as an ensign, he will be expected to be an expert in all of the things that he didn't master as a midshipman. Little does he realize that his training has provided him with the tools of the trade and that by his efforts alone he will sharpen them.

c. Both of the above

d. None of the above

8 Reporting to a destroyer for duty, ENS Barbour is informed by the Executive Officer that he is to be assigned as a division officer. When he meets the division CPO, ENS Barbour tells him that he will be depending on him and the senior petty officers to help him run the division. He points out that, being newly commissioned, he still has much to learn about his shipboard duties, but that he expects to master them soon so that he can actively supervise the training of the division personnel.

ENS Barbour fulfills what is expected of a new officer when assigned as a division officer for the first time. Which of the following defines what is expected of an officer in this situation?

a. He is expected to know everything about his new job.

b. He is expected to have a knowledge of naval leadership, to be willing to learn the technicalities of his assignment, and apply himself diligently.

c. Both of the above

d. None of the above

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9 Which of the following correctly explains what is expected of a new officer undertaking his first assignment?

a. A new officer undertaking his first assignment is expected to have feelings of insecurity but to know all about his first job.

b. A new officer undertaking his first assignment is expected to have a knowledge of naval leadership, to be willing to learn the technicalities of his assignment, and to apply himself diligently so that he can quickly become proficient enough to teach others.

10 A new officer can concentrate on his prior training and experience, keep in mind key leadership factors, and remember that he is not expected to know everything about his new job.

What are all of these methods used for?

a. They are used to compensate for feelings of insecurity.

b. They are used to avoid excessive enthusiasm for his first assignment.

c. Both of the above

d. None of the above

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11 The newly commissioned ensign thought as his plane circled San Francisco, "It would be a lot easier if I knew some junior officer aboard my first ship who would help me get squared away." Walking nervously down the pier later, his orders in a large manila envelope, ENS Bruce gained some assurance from the knowledge that he presented an outstanding military appearance in his highly polished shoes and new uniform. Wondering what job he would be assigned, and how he'd like it, he stopped at the foot of the gangway and looked up, apprehensively toward the OOD, hoping to see a familiar face.

Choose the method(s) by which ENS Bruce may compensate for his feelings of insecurity.

a. Concentrate on his outstanding military appearance and remember that a leader is expected to know his job well enough to teach it, even though it is his first job.

b. Concentrate on his prior training and experience, keep in mind key leadership factors, and remember that he is not expected to know everyting about his new job.

c. Both of the above

d. None of the above

12 As he approaches his first assignment, the junior officer should be aware that the officer he is relieving will usually use all available time to instruct him in his duties. The new leader's seniors, too, will stand ready to give him a hand.

LCDR Fulcher, the Chief Engineer, introduced ENS Phillips to his relief, ENS Bushner, and instructed Phillips to take whatever time was required to ensure that his relief received a thorough checkout in his new duties. Turning to Bushner, he told him to feel free to call on him or any of the other engineering department division officers for advice and assistance whenever needed.

In this situation, from whom could ENS Bushner get help?

a. ENS Phillips

b. His seniors

c. Both of the above

d. None of the above

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13 It is expected of a new officer that he apply himself diligently to become proficient at his job.

Complete the following sentence. You might expect that his seniors at his new job would:

a. Be tolerant of his inexperience, but insist that he do his duty and master his job as quickly as possible.

b. Not tolerate his lack of knowledge about his new job, and request a different junior officer.

14 The new leader's petty officers will be willing to teach him details of his new job if he shows that he is willing to benefit from their experience. It will help the young officer to master his first job if he is willing to listen to advice and encourage suggestions and constructive criticism.

Whom should he be willing to listen to for advice and suggestions?

a. The man he is replacing

b. His seniors

c. His petty officers

d. All of the above

e. None of the above

15 The new officer should perform a preliminary analysis of his division before the initial meeting with his men. The steps that should be included in this preliminary analysis are:

1) Check with the department head and those other division officers who have been in a position to observe and evaluate the organization.

2) Determine the division organization.

3) Determine the division goals and formulate plans to accomplish them.

4) Gather information regarding strengths or weaknesses of the division personnel.

In which of the following is the new officer including the appropriate steps in the preliminary analysis of his division?

a. ENS Rehberg would soon be assigned a weapons division, so he wrote down the steps he believed would assist him in his initial analysis of the division. These steps were: to determine its reputation, study its organization, review the goals and plans for accomplishment, and finally to learn the strengths and weaknesses of all personnel.

b. After being told by several officers that he was most fortunate in being assigned as division officer of a division that ran itself, ENS Gibson resolved to keep it that way. With good petty officers, he reasoned, he could devote lots of time to his OOD qualifications.

16 Although he should check with the department head and other division officers in the preliminary analysis of the division, a new officer can place little reliance on informal talk by individuals who know little about the organization and performance of that particular division.

In which of the following situations is the ensign more likely to get reliable information?

a. For the single day available to him, ENS Hughes spent all of the available time questioning the officer he was relieving.

b. Thinking to get as many opinions as possible outside of his own destroyer on the reputation and performance of the division he had just taken over, ENS LaCoss sought out division officers from other ships of the squadron.

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17 When accepting information and evaluation from the former leader, the new leader must be careful to avoid responding to the former leader's biases.

In which of the following situations must the new leader be more careful?

a. ENS Albert and his relief, ENS Ryzow, were sitting in the wardroom discussing their personnel. ENS Albert said he thought that three of his section leaders were among the best petty officers to be found anywhere. He did not try to hide his dislike of the other section leader, whom he described as a trouble-maker.

b. With the training records in front of them, the two young officers, ENS Albert and his relief, ENS Ryzow, were going over the performance of each of the men in the division. This took all afternoon and, when they had completed this exhaustive review, ENS Ryzow remarked that he thought he was now ready to relieve ENS Albert and to assume his new duties.

18 Calling out to the ensign who had just relieved him as the V6 assistant division officer, the LTJG said, "Let's go to the wardroom for some coffee while I wait for my boat, and I'll give you the statistics on that group. I am glad it's your headache and not mine any more."

In this example, what should the leader do?

a. He should use caution lest he respond to the former leader's bias.

b. He should ask the other air department officers for their appraisal of his personnel.

c. Both of the above

d. None of the above

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19 Having studied the department and division organization charts and discussed his new division's performance with several other officers, including the department head, ENS Buffington turned his initial evaluation efforts toward the records of readiness, training and personnel performance.

Which are the required steps included in the preliminary analysis of a division?

a. Check with department head and other division officers who have been in a position to observe and evaluate; determine the division's goals and plans for accomplishment; determine the division's organization; gather information about the division's strength and weakness.

b. Accept the former leader's evaluation; determine the abilities of the petty officers; determine the division's least successful task; determine if the division is motivated or indifferent.

c. Both of the above

d. None of the above

20 After notifying ENS Harrison that he would be a division officer in the Weapons Department, the Weapons Officer suggested that, in the ten days prior to assuming his new duties, he should make an analysis of his division. The Weapons Officer further recommended that ENS Harrison review the division carefully to ensure that the division was being employed in accordance with its capabilities.

Select the factors that should be included in ENS Harrison's preliminary analysis.

a. Learn the division organization and how it fits into the ship's organization.

b. Study the goals of the division and plans for their accomplishment.

c. Talk with other division officers of the ship to get their opinions, especially those in the Weapons Department.

d. Get opinions on possible problems from officers not in the ship.

e. Look for strengths and weaknesses in the division to learn which areas will require the most attention.

21 The impression an officer makes when he takes over a division for the first time influences the relationships that will exist later between him and his men. For this reason, the officer should adhere to specific techniques of meeting with a new unit in order to favorably impress the men. He should arrange for the division to be assembled and talk with the personnel. In his initial talk, he should comment on the previous achievements of the division and express his pride in the men and the opportunity provided by his assignment. He should chart the operational schedule and specific tasks that lie ahead, but avoid talking in sweeping generalities that may be difficult to live up to or enforce. Rather he should make it known that he will ensure that the unit is employed in accordance with its capabilities.

In which of the following examples of a new officer's initial talk to his men is he using the above techniques?

a. "I have just come aboard after completion of the Officers' Advanced Sonar School. Incidentally, I graduated at the top of the class. I believe we should have the best sonar capability in the fleet, after we get to know each other and I teach you the latest techniques. We'll train hard at sea, but I'll get free gangway for all the rated men when we're in port."

b. "LTJG Rogers told me when I relieved him that he was proud of the accomplishments of this division. I am sure his words of praise are well deserved. We'll continue to operate as you did under Mr. Rogers with the petty officers having full authority in their areas of responsibility. Education and training will continue to be emphasized as well as the policy of keeping all hands advised on all matters as far in advance as possible."

22 At morning quarters the day following his relief of ENS Bradley as 1st Division Officer, ENS Rindone had his first opportunity to address his division. He expressed his pleasure at having a division with a good reputation and added he would need their continued hard work and cooperation to keep that reputation. Noting that the backbone of the division was its petty officers, he said it was his intention to back his petty officers fully. Then he expressed a desire to work actively toward everyone's advancement in rating. ENS Rindone said his policy would be to keep them posted on all matters of interest, especially liberty hours and leave periods, deployment and operating schedules. In conclusion, he stated that he would make sure that each task is understood, supervised and accomplished.

In this situation, what has ENS Rindone done?

a. He has made a favorable initial impression on his men that will influence the later relationship that will exist between him and his men.

b. He has arranged for the division to be assembled, and has included in his initial talk the previous achievements of the division, his pride in his new assignment, and a discussion of specific tasks that lie ahead for it.

c. Both of the above

d. None of the above

23 What will be the effect of the initial impression an officer makes when he assumes his first assignment as a division officer?

a. It will influence the relationship that will exist between him and his men.

b. It will be favorable if he has a friendly informal talk with each man separately.

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24 ENS Finn has just been assigned as 2nd Division Officer to replace LTJG Ryan.

Which of the following might be appropriately included in his first meeting with the men?

a. A statement that he believes in fair consistent and impartial treatment, but not impersonal treatment, for all personnel

b. A comment on the division's reputation and state of training and readiness

c. A warning against slipshod performance as in the past

d. An expression of pleasure at the assignment

25 An officer's primary function is to give his men purpose and direction. Therefore, he must provide them with the decisions they need to carry out their duties. In his initial meeting with a new division, the new officer should avoid indications of permissiveness. If he adopts a soft-line approach at this point, he will have difficulties later on when a hard-line approach may be necessary.

Which of the following situations shows the appropriate approach for an initial meeting with a division?

a. ENS Ahearn says he believes in a happy crew and intends to be quite lenient and bend the regulations where necessary.

b. ENS Baker believes in a happy crew, but he feels the men want to know where they stand and what is expected of them. For this reason, he says he will follow the book and run a taut division while being consistent, though not inflexible.

c. Both of the above

d. None of the above

26 "I don't think I like that new ensign after all. First, he seemed OK, easygoing, and not too reg. Ever since the 'gun boss' got on him, he's gotten hardnosed and has been acting reg," said the GM2 to his gun crew after their new division officer, who had been with them for three weeks, had admonished him about several irregularities. "Well," he continued as several of his gun crew nodded in agreement, "he'll be the loser because we can make him look bad any time we want." This example shows some of the difficulties that can arise when a leader tries to drop his soft-line approach in favor of a hard-line approach.

From the following list, choose some of the difficulties that result from the new division officer's approach as outlined above.

a. Resentment

b. Acceptance by the men

c. Development of negative attitudes

d. Lowered performance standards

27 When the new officer takes a hard-line, or firm approach, the ground rules will be firmly established and the men will know exactly where they stand. Problems in the future, when firmness may be required, are avoided. If appropriate, the officer may slack off on firmness as time goes on. This is much easier than trying to impose a firm rule on a group accustomed to permissiveness. The officer must be careful, however, about showing extreme hardness or roughness as this could create resentment and noncooperation. About all, the effective leader makes sure each task is understood, supervised and accomplished.

Which of the following shows the advantages of a firm approach?

a. Speaking to a fellow officer in the wardroom, ENS Putman remarked that he was going to continue the taut-ship approach by which his predecessor had run the division. He continued by explaining that if he found this too hard-nosed, he could always slack off. There was no reason to change just because there had been a change in division officers. The men understood the ground rules and where they stood under them. Why should he change a smooth-running division and possibly open the door to trouble?

b. At the other end of the wardroom table, ENS Ashley was going to crack down on his division because he thought that the officer he had relieved was too easygoing. He knew the division had a good reputation and the men did their job well with a minimum of supervision by the division officer, but he wanted to get more directly involved. "The petty officers have been given too much rope," he announced, "and I'm going to haul it up taut. Then the men will know who the power in the division really is."

28 "I want you men to realize that the regulation book was written by men of great ability and it has withstood the test of time. Thus, we'll do everything by the book, no short cuts! Any questions? None? Fine, now we understand each other." With these words, the new division officer concluded his instructions to his petty officers.

In this situation, what will probably occur?

a. The initial impression that the officer gives is one of normal firmness, so his men will respect his authority.

b. Resentment and noncooperation may occur because of the overly firm approach.

c. Both of the above

d. None of the above

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29 When several of the troublesome men of his division appeared dirty and unshaven at quarters without being rebuked, ENS Tramway was marked as being easy.

What are the difficulties most likely to occur as a result of ENS Tramway's approach?

a. Once such a trend is established, it is very difficult to reverse without resentment.

b. More of the men will follow suit and adopt this negative approach, which will affect not only the division's appearance, but also their performance.

c. Both of the above

d. None of the above

30 ENS Princeton took a firm stand the first time one of the men in his division appeared at quarters dirty and unshaven. Without singling out the offender by name, the ensign stated that it was his policy that all men would present a neat and clean appearance at quarters.

What are the results most likely to occur from ENS Princeton's approach?

a. In the future it is unlikely that there will be problems regarding the appearance of the crew.

b. The men will know exactly where they stand and what is expected of them.

c. Both of the above

d. None of the above

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31 It is frequently necessary for the new officer to make changes in his division. Group and situational factors, however, may be such that some changes that seem essential at first will prove unnecessary after careful evaluation of the factors.

Select the answer that includes the basic requirements for establishing a general rule.

a. Make changes immediately; then, if evaluation indicates the change was not needed, restore the previous situation.

b. Make changes only when the requirement for change has been established as a result of careful, thorough, and valid evaluation of the situation.

32 ENS Rowton, standing in front of his division at quarters, cast a reproachful look at the BM2 who was the section leader of the noisy and unruly third section. On several occasions, this unruliness had occurred at quarters with the section leader obviously unable to control his men. Order was usually restored by a quietly uttered "Pipe down" coming from another BM2, the assistant section leader. It is apparent that this is not a case of change for the sake of change, but that an immediate change is necessary.

In this case, what should ENS Rowton do?

a. Make a quick thorough appraisal and then make the needed change.

b. Wait to establish the requirement for change after a valid evaluation of the situation.

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33 Junior officers, soon after taking charge, often make immediate changes in the organization of the units they lead.

Which of the following situations validly necessitated immediate change?

a. A section leader with an obvious lack of leadership qualifications is replaced by a man of equal grade who has been recommended by the other section leaders.

b. A section leader who has one sloppy sailor in his section he is unable to rehabilitate is replaced as the section leader.

c. A section leader who has been placed on report by the leading chief for false muster and is relieved of his section leader duties.

d. Both a and c

e. None of the above

34 The "new broom sweeps clean" technique of making changes should be used only when absolutely required by a trouble-shooting assignment. The new Navigator is studying piloting charts two days prior to entering a strange harbor and he notices that the charts have not been corrected. He calls his assistant, ENS Bogo, into his office and says, "Mr. Bogo, this is the third time I have checked piloting charts and found them uncorrected. This is a hazard to the ship and cannot be tolerated." Continuing, the Navigator instructs his assistant to investigate the situation and to make whatever changes are necessary in the assignment of his personnel to get jobs done on time.

Select the phrase that accurately completes the following sentence. The use of the "new broom sweeps clean" technique by ENS Bogo would be:

a. Unwarranted because the Navigator is upset with the ensign, not with the ensign's subordinates.

b. Warranted because the ensign has just been given a trouble-shooting assignment by the Navigator.

35 Two situations in which a new officer uses the "new broom sweeps clean" technique of initiating changes in the organization of his new unit are given below.

Select the situation in which the technique is validly used.

a. Before he assumed command of his attack squadron, CDR Michaelis knew that its aviation safety record was the poorest of any LANTFLT squadron. He therefore realized that his first task would be to find an effective safety officer who could revamp and revitalize the squadron's entire aviation safety program.

b. At the hail and farewell party, the new aviation squadron commander informed his XO that he wanted all of the squadron department heads swapped around immediately. He explained that in this way everyone would know he was now in command and the old order was gone.

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36 The department head told the new ensign division officer, "You may wish to make a few changes after you take over."

What method should the new division officer use in making changes?

a. He should establish the requirement for change by a careful, thorough, and valid evaluation of the organization.

b. He should use the "new broom sweeps clean" technique since the department head has authorized it.

c. Both of the above

d. None of the above

37 The new leader in an organization should give special attention to the members of the chain of command downward in his unit. The potential of these key individuals should be evaluated both for their present jobs and for future positions of greater responsibility. Comparing the watch, quarter, and station bills with the duties assigned to his division by the ship's organization manual and the ship's battle bill, ENS Horton, the new division officer, was readily able to determine his key personnel.

What factors are important to the new division officer in determining key personnel?

a. Pay special attention to the leading petty officer and the section leaders.

b. Evaluate potential of individuals for their present jobs and future positions of greater responsibility.

c. Both of the above

d. None of the above

38 These key personnel are valuable sources of information about such factors as division performance and personnel problems. These men should be consulted as soon as possible in the new leader's appraisal of the division so that the specific means of operation can be determined, recommendations discussed, and proposed changes can be approved or disapproved.

In the example in the previous frame, with whom should ENS Horton first consult?

a. All of the men in the echelon directly below him.

b. The members of the downward chain of command.

c. Both of the above

d. None of the above

39 Five weeks after he became the division officer, ENS Shay called his key personnel together to discuss the methods by which the division operated and to hear any recommended changes. Most proposals were either rejected or put off for further evaluation, but some significant ones were approved. Whenever he rejected a proposal, ENS Shay was quite candid in stating his reasons. After the meeting, he met individually with each man to evaluate his potential for advancement and the assumption of new responsibilities.

ENS Shay, in his consultations with his key men, included which of the following items?

a. Determined specific means of operation

b. Discussed their recommendations

c. Approved or disapproved some proposed changes

d. Evaluated their potential for present and future positions

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40 Why is it important to consult with key men when assigned as a division officer for the first time?

a. Their potential can be evaluated both for their present jobs and future positions and they are valuable sources of information about the division.

b. Their opinions about the former leader will give an insight into the validity of his evaluation of the division.

c. Both of the above

d. None of the above

41 Since the junior officer generally supervises relatively small groups of men, he should make it a point to know all of the men in his unit by sight and by name in several days. It is desireable that every officer, even those commanding larger organizations, make an attempt to know all of his subordinates.

Which of the following officers should make an attempt to know all of his men?

a. Commanding officer of an aircraft squardon

b. A division officer

c. Both of the above

d. None of the above

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42 As the new officer is learning the organization of his first assignment, he will discover that, in addition to the formal organization, informal organizations are present within the unit. Any network of personal and social relations not established or required by formal authority may be considered to be an informal organization since it arises spontaneously as people associate with one another.

In the F Division, there are different groups which handle certain activities. Each group, whether a formal or informal organization, is able to accomplish certain tasks better than the others.

Which of the following are informal organizations?

a. The three men in the optical gang who do all of the watch repair cumshaw

b. The petty officers who make out the watch, quarter, and station bills

c. The six petty officers who run the ship's anchor pool

43 The "Tailhook Association," which consists of pilots who have made an arrested landing on an aircraft carrier, holds a reunion annually in Las Vegas, Nevada. The Chief of Naval Operations normally attends or sends his personal greetings to the assembled pilots.

Which of the following statements is applicable to this organization?

a. It arose spontaneously as people associated with one another.

b. It emphasizes positions in the form of authority and functions.

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44 Which of the following correctly describes the nature of an informal organization?

a. An informal organization is a network of personal and social relations not established or required by formal authority but arising spontaneously as people associate with one another. As time goes on, the organization becomes more formalized with emphasis on positions in terms of authority and functions. Power is delegated from some formal leader to the informal organizations.

b. An informal organization is a network of personal and social relations not established or required by formal authority but arising spontaneously as people associate with one another.

c. Both of the above

d. None of the above

45 An informal leader emerges from an unstructured group because of his expertise or professional knowledge which is desired, recognized, and accepted by the group.

What might be the result of the emergence of an informal leader?

a. The informal leader will influence the members of his group, but possibly not in the proper direction.

b. The informal leader will then be designated or elected to a position of formal leadership.

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46 Which of the following represents an informal leader?

a. MIDN Swift, a star man, has provided many additional hours of help to his roommate who has difficulties with physics course. MIDN Swift has also volunteered to hold a 30-minute special instruction class each evening for other classmates who are having difficulty with physics.

b. LT Matthews and some of the officers of USS Independence play volleyball on the hangar deck every afternoon. They decide to invite other ships to enter a tournament. LT Matthews becomes the spokesman and their leader in this effort.

c. Both of the above

d. None of the above

47 It is important that the formal leader of a group be able to identify any informal leaders and that he be able to determine whether or not the goals of the informal leaders are compatible with those of the organization.

Since an informal leader has a powerful influence on productivity and job satisfaction, how should the formal leader proceed?

a. He should ignore the informal leader since the formal leader has more authority over the men.

b. He should use the informal leader if his goals are compatible with the organization's goals.

48 An informal leader whose goals are compatible with those of the organization can be utilized by the formal leader in directing subordinates. CDR Solomon, newly assigned to his first tour in a joint service staff, found many things including the mission, staff procedures, and even terminology foreign to him. As a consequence, he relied on his deputy, LTCOL Garrett, for advice on all matters. His subordinate officers, seeing this reliance on LTCOL Garrett, also turned to him for their orders and instructions. CDR Solomon welcomed LTCOL Garrett's stepping into the breach and assuming the informal leader role.

In which development of the above situation are the goals of the informal leader compatible with organizational goals?

a. As CDR Solomon became oriented in his new position he ceased to rely on LTCOL Garrett, who relished new-found power and continued to direct the subordinates in the performance of their duties.

b. As CDR Solomon became oriented in his new position, he ceased to rely on LTCOL Garrett, who then referred the subordinates to CDR Solomon for direction.

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49 If LTCOL Garrett continued to direct his subordinates as informal leader even after CDR Solomon ceased to rely on him, what would he be doing?

a. He would be demonstrating that his goals were not compatible with the organizational goals.

b. He would be working against the formal leader's efforts.

c. Both of the above

d. None of the above

50 When the goals of an informal leader are in conflict with the organizational goals, the formal leader must take some action. Since the informal leader is involved in a majority of the personal interactions, he exerts tremendous influence on the group. The formal leader could try to modify the informal leader's goals so that they would become compatible with organizational goals, or he could remove the informal leader from his leadership position.

An informal leader might be removed from his leadership position for which of the following reasons?

a. The formal leader has been unable to modify the informal leader's goals.

b. The formal leader wishes to strengthen his own position.

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51 Why is it important to identify an informal leader within an organization?

a. In order to determine whether he should be used or removed from the organization.

b. Because he exerts a powerful influence on productivity and job satisfaction.

c. Both of the above

d. None of the above

52 When LTCOL Garrett continued to direct his subordinates, even after CDR Solomon ceased to rely on him to do so, his goals were in conflict with the organizational goals as he was exercising power not given by the organization or approved by his superior.

How can CDR Solomon rectify the situation?

a. By officially announcing that LTCOL Garrett has been very helpful, but now that he, CDR Solomon, has his feet on the ground, he will make all the decisions

b. By arranging LTCOL Garrett's transfer if he does not change

c. Both of the above

d. None of the above

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53 There are certain benefits to the formal leader in having good relations with informal leaders. Formal plans and policies cannot meet every problem in a dynamic situation because they are preestablished and rather inflexible. Certain requirements can be better met by the formal leader's working through the informal leader.

When would this be possible?

a. When the goals of the informal leader are in conflict with organizational goals

b. When the goals of the informal leader are compatible with the goals of the formal leader

c. Both of the above

d. None of the above

54 The workload of the formal leader is lightened when he has good relations with informal leaders in his group. When the formal leader feels that his group is working with him, he feels less compelled to check up on them frequently. He is encouraged to delegate and decentralize because he has confidence in his group. Any gaps in the ability of the formal leader may be filled by the informal organization either through suggestions or open action by group members.

In which of the following is this benefit shown?

a. Several of the fighter squadron bachelor officers, including the administrative, operations, and maintenance officers, normally check their mail at the squadron on Saturday morning. They also read the squadron official mail and pass on to the squadron duty officer (SDO) any action that can be accomplished over the weekend by the SDO.

b. The senior yeoman of a particular destroyer, who shares the Captain's confidence on many matters, spends his off-duty hours in a crew's lounge with a sizeable following of his shipmates. With this audience, he dispenses many bits of information and misinformation concerning plans and operations which should not be known until the appropriate time.

55 Some additional benefits of having good relations with informal leaders are that it gives satisfaction and stability to the work group, and that it provides a useful channel of subordinate communication to the formal leader.

Which of the following illustrates one of these benefits?

a. The men all nodded in agreement after one had said, "Sure glad Hughes is on such good terms with the major. We always know we'll get a fair shake and know where we stand."

b. The enlisted personnel have found that their gripes aired at bull sessions among themselves invariably find a way through to the division officer. They correctly attribute this to the division officer's informal chatting with his men, particularly the informal leaders.

c. Both of the above

d. None of the above

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56 The personable LT Holt became the informal leader of the junior officers, who confided in him their feelings about everything concerning the ship and its crew. The XO and LT Holt are in a car pool together whenever the ship is in home port, and this gives LT Holt a chance to pass on much of the information from the junior officers.

Which of the following is a benefit of having good relations with an informal leader?

a. The formal leader can concentrate on other things.

b. The junior officers need not communicate directly with the formal leader.

c. It provides useful channels of subordinate communication.

57 What are the benefits of having good relations with informal leaders?

a. The work of the formal leader is lightened, it gives satisfaction and stability to the work group, and it provides a useful channel of subordinate communication.

b. The informal leader is kept satisfied, there are two persons to share responsibilities, and communications between the men is made easier.

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58 There are, however, certain dangers in establishing good relations with informal leaders when the informal leaders are not also formal subordinate leaders. One danger is that the informality will tend to encourage the men to bypass the formal intermediate leader, particularly on matters on which the men disagree with that leader. The result could be conflict within the formal chain of command, lowered group morale, and decreased effectiveness of the group.

What can familiarity between the formal leader and an informal leader who is not also a formal subordinate leader lead to?

a. Increased stability within the group

b. Tearing down of the authority of an intermediate leader

c. Both of the above

d. None of the above

59 The lieutenant who was recognized as the spokesman for the married officers remarked to the senior watch officer (SWO) that he thought no married officer should be required to stand any watches for the first month after the squadron returned from deployment. The SWO readily agreed this was a fair policy even though it seriously affected the morale of the bachelors.

Which of the following explains the problem that occurs in the above example?

a. A loss of respect for both the formal leader and informal leader developed.

b. The men felt that the formal leader favored some men more than others.

c. Both of the above

d. None of the above

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60 What are the possible dangers of a formal leader establishing good relations with the informal leaders when the informal leaders are not also formal subordinate leaders?

a. The men will tend to bypass the formal intermediate leader, to lose respect for formal and informal leaders, and there will be a loss of authority of the intermediate leader.

b. The work of the formal leader is lightened, but it provides a dangerous channel for subordinate communications.

c. Both of the above

d. None of the above

61 Informal leaders can be either a help or a hindrance to the formal leader's exercise of leadership. The more completely the goals of the informal leader are compatible with the formal organizational goals, the better the organization will function, and the more value the informal leader will have.

In which of the following examples is the informal leader of more value to the organization?

a. At the BOQ bar, LT Dawson was the center of attention with his endless supply of sea stories and his ever compassionate ear for anyone with troubles and problems. However, he was quick to defend seniors who were maligned by the junior officers, by explaining their actions and decisions.

b. ENS Seyferth, a quiet, sensitive young officer, found that he was more at ease in the company of the enlisted men than with his fellow officers. He had a sympathetic ear and enjoyed listening to the problems of the men, and it was with considerable understanding that he listened when they aired gripes about their officers.

SUMMARY: You have now learned the proper approach for a new ensign to take as he approaches his first duty assignment. You have also learned to recognize informal leaders and to use them in your division.

This is the end of Part Eight, Segment III.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment III

Assumption of Command and Formal and Informal Leader Relationships

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

ASSUMPTION OF COMMAND

PROGRESS CHECK

Question 1.

Marine 2-LT Lampo reported to Marble Mountain Air Facility for duty as the Officer-in-Charge of helicopter repair. LT Lampo had recently graduated from the Naval Academy and this was his first assignment involving a distinct command responsibility. Although he had specialized in mechanical engineering and had been trained extensively in the repair of helicopters, LT Lampo was becoming increasingly insecure about his new duties. He did not know if he could guarantee the work of his men and make sure that they accomplished the repairs in the time allotted.

Select the statement which correctly describes the methods by which 2-LT Lampo may compensate for his feelings of insecurity.

a. LT Lampo could discuss his problem with the base psychologists in hope that a trained professional would help him overcome his fears.

b. LT Lampo should reflect on the years of training that he has received to prepare him for assignments such as the one he received.

c. LT Lampo should avoid making command decisions until he is more confident of his command ability.

d. LT Lampo should ask the Base Commander who the most experienced repair officers are, and discuss with them the application of his previous training.

Question 2.

LTJG Sullivan was assigned as Assistant to the Head of Naval Communications at Norfolk Naval Station.

Select the statement that describes the procedure LTJG Sullivan should follow in analyzing his new assignment.

a. Hold informal talks with enlisted men to find out pertinent information about the organization, and evaluate their goals and personal plans

b. Avoid extensive conversations with the former leader since his remarks will probably be heavily biased.

c. Gather any information regarding the strength or weaknesses of the group and then evaluate the group's goals and plans for accomplishment.

d. Make a gradual appraisal of the unit's strong and weak areas by observing the group over a period of months.

Question 3.

Marine 2-LT Howard was assigned command of the motor pool in Headquarters Bn. During the weeks prior to assignment to the motor pool, 2-LT Howard had heard conflicting rumors about the personality of the lieutenant he was to replace. The dominant opinion of the former leader was that he was very popular with his men. He was not supposed to be a firm disciplinarian, but he was not supposed to be too lax in his command either. The men, from all that 2-LT Howard had heard, held him in very high esteem.

Select the statement that correctly describes the techniques 2-LT Howard should employ in meeting his new command.

a. 2-LT Howard should try to conduct himself in the general manner of the former leader of the group. In this way, he will not generate resentment among the men.

b. 2-LT Howard should not be influenced by the rumors about the former leader. He should assume command and take charge immediately and impress the men with his authority by cracking down on them right from the start.

c. 2-LT Howard should adopt a reasonably "soft-line" approach toward his command in the beginning so that he can learn more about his men by seeing them in action. He should also use the "soft-line" approach at first so that he can eventually build up toward a "hard-line" approach later on.

d. 2-LT Howard should arrange to meet with his men as soon as possible. He should impress them with his sincerity to provide them with firm, fair and impartial leadership, and with his determination to command by stating his estimate of the missions and specific tasks which lie ahead for the motor pool.

Question 4.

ENS Sparrows was placed in charge of the forward torpedo room aboard the USS Flyer. Since the beginning of his assignment, however, he used a "soft-line" approach in dealing with his men.

Select the statement that best describes the difficulties ENS Sparrows could encounter by consistently using the "soft-line approach.

a. ENS Sparrows' excessive use of a "soft-line" approach will lead to difficulties at a later time when a "hard-line" approach is necessary.

b. ENS Sparrows' reliance on use of the "soft-line" approach will cause his men to lose regard for their military status and lose enthusiasm for their duties.

c. ENS Sparrows' consistent use of the "soft-line" approach will cause use men to lose respect for him as a leader.

d. ENS Sparrows' men will take advantage of him and expect extra privileges.

Question 5.

ENS Wilson was placed in charge of the ship's radioroom. From the start of his assignment he always employed a firm approach, being consistent, but not inflexible in the handling of his men.

Select the paragraph that states what is most likely to occur due to ENS Wilson's firm approach.

a. ENS Wilson's men will develop a deep resentment for him because of his firm approach.

b. ENS Wilson's men will end up trying to be transferred to another command.

c. ENS Wilson's men will resent his approach to handling his assignment and become uncooperative.

d. ENS Wilson's men will know exactly what is expected of them and the discipline and morale of the unit will be improved.

Question 6.

ENS Arnold was placed in charge of the ship's forward engineroom. Prior to his assignment, he had been told that the general discipline and working habits of the men in the engineroom were substandard. The day after ENS Arnold assumed his duties, he was convinced that the conditions cited prior to his arrival were grossly understated.

Select the correct procedure ENS Arnold should follow before he makes any actual changes in the handling of the operation of the engineroom.

a. ENS Arnold should stay clear of key individuals who previously handled portions of the operation under the former leader so that when he makes his recommendations for changes, no one will feel singled out or unreasonably offended.

b. The best way to remedy a bad situation is usually the quickest way. ENS Arnold should impress his men by using a "new broom sweeps clean" type of approach, since any change would be for the better.

c. ENS Arnold should make changes only when the requirement for change has been carefully established as a result of thorough and valid evaluation of the organization.

d. When changes must be made, prolonged discussions tend to exaggerate and distort the issues. ENS Arnold should avoid extensive discussions of his proposals by members of his organization. He is the leader of the unit and as such is totally responsible for implementing changes, not conducting debating sessions.

Question 7.

Select the paragraph which correctly explains the importance of consulting with key men when assuming a new command.

a. Whenever a command has been changed, the key men who remain are concerned with what their new roles in the organization will encompass. A new commander must therefore be aware that most of the information he receives from these individuals will be biased against change.

b. The key men of a unit must be consulted immediately by the new commander or it is likely that their confidence in him will not develop. Opinions of key men are less important than official records of the unit.

c. A new commander should consult with the key men to make an accurate evaluation of both their present jobs and future responsibilities. Key men are also valuable sources of information about the operation of the unit and its peculiar problems.

d. Key men in an organization are generally those with the most time in the unit. The newer men should be consulted in place of these more established authorities because they will probably be more amenable to change.

Question 8.

Select the statement that best defines the nature of informal organizations.

a. A network of official command relations not established by formal authority, but based on military tradition and sanctioned and encouraged by formal authority.

b. A network of personal and social relations not established or required by formal authority but arising spontaneously as people associate with each other

c. A network of personal and social relations established by informal authority and certain aspects of military regulations

d. A network of official command authority based on military regulations only

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Question 9.

The Navy examination for RM3 will be held in 30 days. Several of the strikers in the radio gang realize that their code speed is too low to pass the test. They ask RM1 Joslyn to hold off-duty classes so that they might have the opportunity to practice copying code under his supervision.

Why did RM1 Joslyn emerge as an informal leader?

a. Because the men recognized and accepted his knowledge and ability.

b. Because the men wanted to see how fast he could copy code.

c. Because he was in a position of authority.

d. Because the men wanted to make him look good to the Communications Officer.

Question 10.

Select the statement which correctly describes a possible dangerous aspect of a formal leader's establishing good relations with the informal leader when he is not also a formal subordinate leader.

a. Too much familiarity with an informal leader who is not also a formal leader will lead to an overdependence on the authority of the intermediate formal leader.

b. The "favored person" problem can result in situations where there is a loss of respect for both the formal leader and the subordinate.

c. An atmosphere of overcongeniality may develop in which considerations of rank are disregarded.

d. The informality will tend to encourage the men to bypass the formal, intermediate leader, particularly on matters in which the men disagree with that leader.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT III

REMEDIATION TEXT Linear Text -Volume VIII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Pages 2-4
2	c	Page 12
3	d	Pages 16-18
4	a	Pages 19-20
5	d	Pages 21-23
6	c	Pages 23-26
7	c	Pages 27-29
8	b	Pages 30-31
9	a	Pages 32-34
10	d	Pages 39-41
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12		
13		
14		
15		

PROGRAM FRAME ANSWERS

PART EIGHT

Segments I, II & III

PROGRAM FRAME ANSWERS

PART Eight SEGMENT I TYPE Linear Text PAGE 1 OF 1 PAGES

FRAME OR QUESTION NUMBER	CORRECT ANSWER
1	a,b
2	c
3	d
4	c
5	a
6	c
7	a,b
8	b,c,d
9	a,b
10	a,b,c
11	a
12	a,b
13	a-3 b-2
14	a,b
15	a
16	a,b
17	a,b
18	a
19	a
20	a,b,c
21	b
22	a
23	c
24	b

FRAME OR QUESTION NUMBER	CORRECT ANSWER
25	a,b
26	a
27	a,b
28	b,c,d
29	a
30	a
31	a,b
32	a,b
33	b
34	a,b
35	b
36	a
37	a,b
38	b
39	a
40	b
41	a,b
42	a,b
43	a,b
44	a
45	a,b,c,d
46	c
47	a,b
48	b

FRAME OR QUESTION NUMBER	CORRECT ANSWER
49	a,b,d,e
50	a,b
51	b
52	a
53	b
54	a
55	c
56	b
57	a,b
58	b
59	a-1 b-2,3
60	a-2 b-3
61	a,b
62	a,b
63	b
64	b
65	a
66	a,b
67	a,b,c, d,e
68	b,c,e
69	a-4 b-2 c-1
70	a-3 b-4 c-2
71	a
72	b

FRAME OR QUESTION NUMBER	CORRECT ANSWER
73	a
74	a
75	a
76	a,b
77	b
78	b
79	b
80	a,b
81	a
82	a,b,c
83	b
84	a,b
85	a,b
86	c
87	a
88	b
89	b
90	c
91	b
92	a,b
93	b

PROGRAM FRAME ANSWERS

PART Eight SEGMENT II TYPE Linear Text PAGE 1 OF 1 PAGES

FRAME OR QUESTION NUMBER	CORRECT ANSWER
1	d
2	a
3	c
4	d
5	a
6	c
7	b
8	a
9	c
10	b
11	b
12	a
13	d
14	a
15	b
16	d
17	d
18	d
19	b
20	d
21	d
22	c

FRAME OR QUESTION NUMBER	CORRECT ANSWER
23	a
24	c
25	c
26	d
27	a
28	c
29	c
30	b
31	d
32	c
33	b
34	d
35	d
36	b
37	c
38	a
39	b
40	a
41	c
42	c
43	b
44	d

FRAME OR QUESTION NUMBER	CORRECT ANSWER
45	d
46	a
47	c
48	b
49	b
50	c
51	c
52	c
53	c

PROGRAM FRAME ANSWERS

PART Eight SEGMENT III TYPE Linear Text PAGE 1 OF 1 PAGES

FRAME OR QUESTION NUMBER	CORRECT ANSWER
1	c
2	b
3	a
4	a
5	a,b,c
6	b
7	a
8	b
9	b
10	a
11	b
12	c
13	a
14	d
15	a
16	a
17	a
18	c
19	a
20	a,b,c,e
21	b
22	c

FRAME OR QUESTION NUMBER	CORRECT ANSWER
23	a
24	a,b,d
25	b
26	a,c,d
27	a
28	b
29	c
30	c
31	b
32	a
33	d
34	b
35	a
36	a
37	c
38	b
39	a,b,c,d
40	a
41	c
42	a,c
43	a
44	b

FRAME OR QUESTION NUMBER	CORRECT ANSWER
45	a
46	c
47	b
48	b
49	c
50	a
51	c
52	c
53	b
54	a
55	c
56	c
57	a
58	b
59	c
60	a
61	a